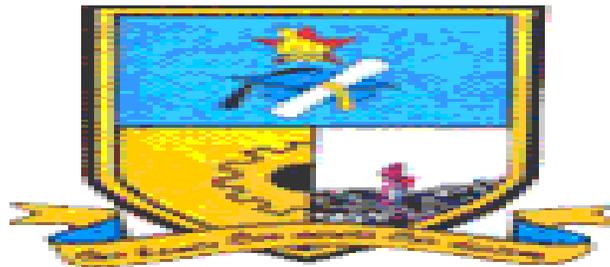


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FACULTY OF SOCIAL SCIENCES

HUMAN RESOURCE MANAGEMENT DEPARTMENT

**PRIVATE SECURITY SECTOR EMPLOYEES: LABOUR PRACTICES AND CHALLENGES
FACED IN SECURING DECENT WORK. A CASE STUDY OF PROFESSIONAL SECURITY**

BY

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The undersigned certifies that he has read and recommends to the Midlands State University for acceptance; a dissertation entitled: ***PRIVATE SECURITY SECTOR EMPLOYEES: LABOUR PRACTICES AND CHALLENGES FACED IN SECURING DECENT WORK. A CASE STUDY OF PROFESSIONAL SECURITY***

Submitted by: **KUDAKWASHE CHIMBARI** in partial fulfilment of the requirements of the Bachelor of Social Science Honours Degree in Human Resource Management

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ABSTRACT

The main thrust of this research was to investigate the labour practices and challenges faced in securing decent work for private security sector employees. The research was conceptually guided by the Human Development concept. Twenty-eight participants were drawn from various categories which included HR personnel, management, workers' committee and security guards. In selecting these participants from the categories of HR personnel, management and workers' committee, the researcher made use of purposive non-probability sampling while convenience sampling was used to select security guards. Semi-structured interviews were used to solicit information from the HR officer, management, and workers' committee members. Semi-structured questionnaires were administered to gather data from security guards. The major findings of the research revealed that security guards are working under deplorable conditions and these include but not limited to very long working hours, non-payment of wages, and non-provision of health working environment. However, a handful of good labour practices that have the potential of securing decent work if fully utilized were also observed, these include gender mainstreaming, and workplace collective bargaining. The research findings also unearthed challenges faced in securing decent work for private security employee. The researcher concluded that private security employees are working under indecent working conditions which require serious and urgent attention from all stakeholders if decent work is to be achieved to this class of employees. From the foregoing, the researcher proffered recommendations that can be used to secure decent work for the security guards.

DEDICATIONS

This dissertation is dedicated to my special mother Mrs. A. Chimbari. This achievement is out of your sacrifices, efforts, deep involvement and never-ending PRAYERS. I feel so much obligated and I do not know how to thank you, **but the plan is to show you that i understand.**

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DEFINITION OF TERMS

Decent Work – refers to “opportunities for women and men to attain productive employment in dignified working environment” (International Labour Organisation ILO, 1999:4).

Working Conditions- entails “working surroundings and prevailing conditions affecting employees at the workplace; working hours, workers’ rights, and responsibility organisational culture work load” (Ali, Ali and Adan, 2013:69).

Labour Practices- refers to a set of management activities which seeks to cultivate individual and collective efforts of employees for organisational performance (Millward, 2014).

Private Security Employees- “are those persons other than public law enforcement agencies who are employed mainly in the prevention of crime, theft, loss or harm to specific individuals, organisations and other facilities” (Cunningham, Taylor, and Hallecrest Systems, 1990:12).

Private Security Sector-“is an industry composed by profit making organisations which offer armed and unarmed private security services to private and public” (Mericlie, 2004:24).

Private Security- refers to “an array of procedures engaged by private security companies to protect either private and public institutions or individual from robbery, theft, looting and destruction” (Mericlie, 2004; 30).

Securing-in context of this study it refers to succeeding in obtaining decent work in face of various challenges (International Labour Organisation, 2011).

LIST OF ABBREVIATIONS

CBA-Collective Bargaining Agreement

DW-Decent Work

HDR-Human Development Report

HRM-Human Resource Management

ILO-International Labour Organisation

NECSI-National Employment Council for Security Industry

NSSA-National Social Security Authority

PROSEC-Professional Security

PSWU-Private Security Workers Union

SI- Statutory Instrument

UNDP-United Nations Development Programme

ZISEGU-Zimbabwe Security Guards Union

SAZ-Standards Association of Zimbabwe

INTRODUCTION

The rise of decent work concept to prominence can be credited to the significance of improving the lives of workers. The concept of decent work has become a global and work place issue, because of the need by the International Labour Organisation (ILO) to enhance a working environment in which productive work, equity, and adequate income can be realized without compromising the rights of employees. It is an employee centered approach which seeks to balance and integrate the interests of workers and employers by promoting an egalitarian working environment that is mindful of social protection, workers' rights, human dignity, and legally sound. The business philosophy behind decent work is largely influenced by the growing understanding on the notion that it is through the human resource that an organisation can attain sustainable competitive edge. The concept of decent work has a wide spectrum of meanings varying from one industry to another and as such this study is mainly focusing on decent work in the context of the private security sector.

The tremendous growth of the private security sector in Zimbabwe is attributed to harsh economic environment which fuelled high levels of crime rates because of high unemployment (Gore and Uzhenyu, 2017). It is this ongoing economic hardship that has accelerated high levels of unemployment, and consequently desperate job seekers are increasingly queuing for any job no-matter how degrading the working conditions. Thus, employees particularly those in private security sector are being exposed to the dangers of exploitation. Mariwo (2008) argued that the private security sector is perceived to be the one of ostracised industry in which hopeless, uneducated and desperate job seekers who do not worry about status quo are largely engaged. Security guards are commonly referred to as "*mahobho*", a degrading name that exposes private security employees to discrimination in both society and at the workplace hence intensifying exploitation.

By the nature of the work, the private security organisations are labour intensive hence they face high labour costs. In responding to the high labour cost coupled with the current business environment punctuated with liquidity crunch, stringent retrenchment laws, and fast technological changes, a new labour management culture is gradually emerging where security firms are largely focusing on the labour cost containment strategies giving less attention to the

decency of working environment (Mariwo, 2008). Such strategies bedevil the working conditions of private security employees hence jeopardizing decent work for the private security employees. This explains the significance of unfolding the concept of decent work in private security sector. It is against this backdrop that makes this study increasingly critical and therefore, sought to ascertain labour practices and challenges faced in securing decent work for private security employees at Professional Security.

BACKGROUND OF STUDY

An overview of the Private Security Sector in Zimbabwe

The private security business in Zimbabwe falls under the Ministry of Home Affairs and the operation of security firms is licenced in terms of the Private Investigators and Security Guards Control Act (27:10). According to Mericlie (2004; 30) private security refers to “an array of procedures established by private security organisations to protect and safeguard both private and public establishments from robbery, theft, looting and destruction”. The harsh economic environment in Zimbabwe is fuelling high levels of unemployment which consequently results in high crime rate and this is enormously contributing to the mushrooming of the private security firms (Gore and Uzhenyu, 2017).

The private security industry is labour intensive and Mariwo (2008) revealed that the labour force in the private security sector represents 8% of the total employees in the formal sector in Zimbabwe. The same author went on to highlight that the major cost of security firms are labour costs therefore to navigate through the ever-changing business realities in Zimbabwe the organisations are deducing cost containments strategies and private security personnel become victims of circumstances. By nature of job, the security sector requires less educational qualifications and professional skills except some few departments like electronic security and administration (Mariwo, 2008). Additionally, the private security sector is perceived to be the one of ostracised sector to which hopeless, uneducated and desperate job seekers who do not worry about status quo are largely engaged. This makes them very easy to replace and this hamstringing their voice in employment. This entails the imbalance between security personnel and management in defining employment relations and the challenges manifest in poor working conditions.

Despite the growing in the number of female private security workers joining the security organisations, the private security industry is still male dominated remarked Mariwo (2008). In the same research Mariwo (2008) noted that regardless of the efforts for gender balance very few female employees in the private security firms occupy managerial positions. Drawing from this argument it becomes apparent that generally female security personnel are regarded as subordinates to their male counterparts and this has potential of translating into a plethora of inequalities like sexual harassment of female security personnel hence indecent work. It is therefore, imperative to balance and match the opportunities of male and female employees in all workplace activities to promote decent working conditions.

Defining Decent Work

The concept of Decent Work (DW) was first introduced and defined by the former Director General of ILO at 87th session Conference in 1999 as the “opportunities for women and men to in the world of work to obtain productive and dignified work in the conditions of freedom, equity, and human security” (ILO, 1999:4). Similarly, MacNaughton and Frey (2011:12) define DW as “work that compliments the essential rights of human person as well as the privileges of employees in relation to conditions of work safety and remuneration.” In other words decent work sums up all workers aspirations and takes into cognizance the major tenets of outright dignified working environment where there is gender equality, adequate income; social protection and recognition of employee voice. The vantage point of DW is primarily based on the idea of uplifting the lives of employees by according them with the rights that every citizen must have. According to ILO (2011) a workplace should ideally use social dialogue in order to facilitate organisational peace in the process that creates conditions for achieving welfare for both male and female employees in the world of work. In the same notion Hauf (2015) and Standing (2014) arrive at similar conclusion and posit that the conception of DW was substantively devised in responding to the problems of indecent working conditions, poverty, social insecurity and precarious employment. The same authors elaborate the same phenomenon in yet another way as they postulate that globalisation and neo-liberalization immensely changed the business operation to focus on profits maximization and as such the men and women in the world of work were exposed to precarious employment and indecent working conditions. In light of this, the concept of decent work was ostensibly designed to mitigate indecent working conditions that are rampant in the world of work.

According to Ghai (2002) drawing from the ILO definition the decency of work is substantively illustrated through consideration of liberty, equality, and security and workers dignity in the employment relationship. Freedom aspect entails a wide spectrum of discretion which is at employee disposal within the confines of the rules and regulations of an organisation. For instance freedom of association to workers representation through which the pertinent employment issues are articulated and redefined. Equity theme incorporates the aspect of equivalent opportunities and non-discrimination between female and male employees in the world of work. This same line of thought goes in same vein with Ferraro, Pais and Dos Santos (2015) as they suggest that DW recognises the significance of work opportunities for men and women, without discrimination in terms of race, sexual orientation, age and gender. Mariwo (2008) draw attention to the private security sector where male are still dominating and in such cases the issues of equity ranks paramount in as far as decent work in concerned.

Components of Decent Work

i. The Fundamental Employee Rights at Work

According to Ghai, (2006) fundamental employee rights encompass the moral and legal frameworks for all elements that play a role in securing decent work. By realizing the importance of employee's rights at the workplace, fundamental rights of employees are provided for in terms of section 4 to 9 of the Labour Act (28:01). The ideology of rights according to Ghai (2006) covers both classical and socio-economic rights. The former accords workers freedom of association to join workplace forums like works councils in which their voice can be heard and the socio-economic rights afford workers security, adequate remuneration, health and safety. According to ILO (2009) workers should have freedom in terms association and recognition of their rights to collective bargaining, freedom from forced work, freedom against child labor, and non-discriminatory treatment at work in furtherance of their overall claim to decent work. Upholding the elementary employee rights is a critical endeavor in ameliorating power imbalance in the employment relationship thereby fostering a decent work.

ii. Employment Creation

Ghai (2002) proclaims that achieving complete workers' rights without productive work is a hallow achievement. Thus, according to Ferraro et al (2015) creation of employment

opportunities is a fundamental element of decent work. Employment embodies all forms of work like part-time, permanent and casual thus in terms of DW employment should be freely chosen and it should satisfy social protection, equality, rights and workers voice through workplace dialogue. Wealth is created, accumulated and distributed through work thus employment is a foundation of human dignity, and fulfillment for employees and inculcates a sense of participation amongst workers, which is conducive to democracy (ILO, 1999). Kanyenze, Chitio, Mahere, Makwavarara, and Mbire (2004) concur that ILO equally recognises the creation of employment coupled with appropriate remuneration system as a vehicle towards poverty reduction and fostering decent work, therefore it means employment creation and better jobs are equally exclusive but are complementary.

iii. Social Protection

Social protection aims at safeguarding employees from a range of contingencies and vulnerability. Routh (2013) is of the opinion that decent work was devised to supplement and surpass the ILO 1998 declaration that had missed important aspects of employment such as old age, maternity benefits and insurance against work related accidents. Similarly, Biermans (2012) articulated that the dimension of decent work interconnected to social protection is often connected with the formal protection for old age workers, invalids, ill health, accidents and retrenchment among other common work related uncertainties attributed to turbulent environment. According to the NSSA act (17:04) organisations in Zimbabwe are obliged to register with NSSA to secure the social services like pension and accidents compensation in pursuit of decent work for all employees. If achieved, social protection would go a long way in enhancing workers wellbeing both at workplace and beyond (Alexander, 2008). Additionally, Anker, Chernyev, Egger, Mehran and Ritter, (2002) arrive at a similar conclusion noting that social protection is one of the elementary employee rights and a means toward social justice, human dignity and ultimately decent work.

iv. Social Dialogue

It refers to deliberations or exchange of pertinent information between employer and employee representatives on various issues of common interests at workplace (ILO, 1999). According to Ghai (2002:2) “social dialogue encompasses rights and capability of employees to engage in

deliberations with the employers over matters bearing on work.” The Zimbabwean Labour Act (28:01) section 74 provides legal framework that governs social dialogue to parties in the employment relationship. Sections 23, 24 and 25 of the same Act also promotes dialogue at workplace level through works councils. Routh (2013:26) arrived at the conclusion that, “the belief of workplace dialogue is based on the mutual understanding that workers can decide what institutes a decent work life for them and can assist in determining the HR policies that promote their decent life by active democratic participation.” This is strongly supported by Matsikidze and Gwisai (2008) as they suggest that social dialogue works as a device which seeks to balance and integrate individual and collective employment relation and institutionalization of workplace conflicts so as to promote dignified working environment. This line of thought concurs with the view of ILO, (2009) that social dialogue forms a strong preparatory ground for employers and employees through their representatives to mutually join their interests and actions so as counterbalance the workplace crisis that hinders decent work.

The Rationale of Securing Decent Work for Employees

The ever-changing business environment in Zimbabwe demonstrates the significance of employee innovation and creativity for the success of an organisation. Kohn (2002) equally asserts that DW ensures sound business sense that supports engagement and creates a high performance culture that facilitates innovation and creativity, key ingredients for success. Gore and Unzhenyu (2017) argued that in the private security sector decent working conditions embodies payment of overtime, resting time, job security among others. Thus, failure by organisation to honor employee with decent work propels employees to embrace survival strategies like theft, misuse of company property and other compensatory behaviors that hamstring the viability of the organisation (Sibanda, Mavenga, Maunganidze and Ncube, 2014). This therefore, signifies the importance of securing decent work for employees since indecent work affects employees and the downstream effects go back to the organisation performance.

According to Ajala (2012) cited by Awan and Tehir (2015) conducive working environment is a crucial tool in cultivating employee performance for high organisational productivity. Samson, Koima and Waiganjo (2015) further elaborated that decent work management entails providing a work environment that is comfortable, attractive and satisfactory. Securing decent work

motivates employees to go an extra mile as they feel valued by the firm and this resonates well with the equity theory (Armstrong, 2009). In support of this, findings by Gore and Unzhenyu (2017) in the private security industry show a close relationship between decent work and security guards performance and this justify the rationale of securing decent work for security personnel. This line of argument goes in same vein with Goudswaard (2012) as he indicated that management and leadership coherence, work life balance, adequate remuneration, social dialogue, transparency and work security develop decent working conditions which lead to increased output per labour input.

Indecent working conditions like labour casualisation and poor salaries can silently rob the sustainability of organisation. Gore and Uzheyu (2017) observed that the nature of employment contracts and working conditions affects job satisfaction of security guards. This necessitates the need for organisation to promote decent work for employees especially in this volatile business environment. Spector (1997) cited in Maulabakhsh and Raziq (2015) theorizes that business failure to uphold decent work agenda motivates employees to engage in counter-productive workplace behavior which can harm the success of an organisation. In the same argument Maulabakhsh and Raziq (2015) conclude that decent work deficit hinders employees to flourish to their full capacity. In that regard, by taking decent work into cognizance can transform organisation to a higher productive level.

The Labour Practices in Securing decent work

i. Provision of Social Security

The provision of social security services like medical aid, pension among others remains sacrosanct in securing decent work for employees. Mariwo (2008:23) puts it clear that “in the private security industry, social protection services for security guards are awkward.” The same scholar reiterated that many security firms are lagging behind in the provision of medical aid, uniforms, maternity leave, pension and tools of trade like baton sticks, fire arms. This calls for organisations to provide social protection to employees as a labour practice that enhances decent work for employees while at work and beyond. Ghai (2002) proclaims that social protection dimension of decent work was devised to ameliorate the predicaments that are posed by social risks like ill-health, accidents, old age and job loss. As a practice to foster decent work, organisations in Zimbabwe are obliged to register with the National Social Security Authority

(NSSA) to cushion employees from employment uncertainties and contingences like work accidents, ill-health, and old age. The CBA for security industry specifies (S.I 73 of 2012) that employers should religiously adhere to S.I 68 of 1990 which oblige security firms to provide a hazard free working environment. This same line of thought concurs with Mariwo (2008) who observed good labour practices in the private security sector where some security firms where consistence in provision of safe working environment through provision of adequate tools of trade and proper winter uniforms.

ii. Workplace Dialogue

The decency of work is basically underpinned by effective dialogue between management and labour. Routh (2013) defines workplace dialogue as deliberation, consultation and information sharing between employers and employees on work related matters. Kanyenze and Chibebe (2009) are of the opinion that dialogue is one of the conduits that can be explored towards improvement of employees' working conditions. In this light, promoting workplace dialogue is a principal labour practice which seeks to promote productive work in dignified working conditions. Dialogue itself provides construction blocks for consensus building and employee participation to level the rigid terrain between labour and management. The part four of the Zimbabwean Labour Act (28:01) particularly sections 23, 24 and 25A take into cognizance the significance of workplace dialogue through works council. This legal framework provides employees with buttressed negotiation ground to express their plights to management. The underlying argument is that, it is through workplace dialogue that employee rights are protected, plights are expressed, deliberations are made, and social protection is secured. At this juncture, it can be inferred that outright social dialogue is a touchstone mechanism that promotes decent work for employees.

iii. Provision of Fair and reasonable Earnings

Provision of adequate earnings to employees is an imperative labour practice in keeping consistent to the goal of decent work as envisaged by ILO (Cohen and Moodley, 2012). According to Ferraro et-al (2015) earnings embodies an array of incomes received by an employee which among them include salaries, payment of overtime, and bonuses. In same view, Kanyenze and Chibebe (2009) said remunerative occupation is an essential feature that reflects

the decency of work. Anker et al (2002) conclude that individuals in the world of work hope for earning that sustain their socio-economic wellbeing and that of their families. This implies that, living wage is the central theme in securing decent work. This goes in same vein with section 12A of the Labour Act (28:01) which states that remuneration should be fair, reasonable and appropriate for employees' family. In support of this section 74 of the same act encourages parties in employment relationship to negotiate for wages that mitigates the employee's cost of living. The same notion is supported by Ghai (2006) as he asserts that living wage should be realized without working extreme hours therefore, it means working overtime is a manifestation of inadequate wage. Improving wages and conditions of employment is a critical endeavor towards poverty reduction and simultaneously uplifting the lives of men and women in the world of work. Giving attention to the private security employees Mariwo (2008) observed good labour practices from some security firms who abide by the minimum agreed wages that can sustain the lives of security personnel and this practice is a linchpin in securing decent work.

iv. Formulation and Implementation of HR policies

The formulation and implementation of HR policies is an essential labour practice that helps in ameliorating indecent work. Armstrong (2009) defines HR policies as continuing guidelines that ensure fairness and equality in managing people in the organisation. The same author elaborates that HR policies entail the principles and values that managers are expected to adhere when dealing with labour issues. Ferraro et al (2015) equally assert that decent work recognises the intention of equal job opportunities for workers without discrimination in terms of race, sexual orientation, age and gender. Opening up equal opportunities and impartial treatment without distinction based on gender are fundamental initiatives in promoting the goal of decent work. In this regard, it means decent work is underpinned by successful formulation and implementation of HR policies such as equal opportunity, diversity, recruitment and selection, sexual harassment policy among other HR policies. These HR policies are critical conduits in ensuring fair treatment among workers regardless of their distinctions in terms of gender, race, creed or age and this creates a decent working environment as everyone is catered for by the organisations.

v. Promotion of Equal Opportunities Between Men and Women/ Gender Balance

According to ILO (2007) gender equality in the context of decent work entails equal opportunities, and treatment in terms of accessing the working conditions that uplift the lives of both men and women at the workplace and beyond. According to section 5 of the labour discrimination based on gender is unfair labour practice that hinders decent work. Opening up equal opportunities between men and women at the workplace is a labour practice that seeks to intensify the mainstreaming of gender equality into all facets of work. Mariwo (2008) highlighted that despite growing number of women being employed; the private security sector is still male dominated. The same scholar observed gender imbalance in the private security industry and restated that the inferiority of female security employees is the root of sexual harassment. This necessitates the need of organisation to facilitate gender balance in all areas of work which include but not limited to managerial positions, career advancement, job opportunities and equal income. Anker et-al (2002) singled out equal income as a premium aspect in securing decent work between men and women. They (Anker et-al, 2002) went to conclude that all employees hope for equal income for a work of equal value regardless of gender. To this end, equal remuneration for the work of same value is an important dimension in attaining decent work for employees.

Challenges Faced in Securing Decent Work for Private Security Employees

The predominant of precarious employment is fast becoming a stumbling block in securing decent work for security sector employees. According to Standing (2014) precarious covers a host of forms of employment which diverge from the traditional standard employment. It can be accepted that employees engaged on fixed-terms, part-time or casual contracts are subject to exploitation as they try to accept any condition of work regardless of its degrading to human dignity, social protection let alone the fundamental workers' rights (Fapohunda, 2012). In same view, Standing (2014) articulated that precarious work fragments the bargaining power of workers which expose them to indecent and dangerous working conditions. This form of employment is predominant in the private security industry as Mariwo (2008) writes. The same author also echoes the dangers of precarious employment as she recapped that the security guards can remain on fixed-term contract on continuous basis for more than a year thereby hinders them to enjoy social securities like pension. This is also perpetuated by a loophole in the CBA for security industry which doesn't stipulate the cut-off time for fixed-term contracts. This presents

dangerous working conditions in which employees are not accorded with the same benefits as their permanent counterparts and this therefore defeats the significance of decent work.

Poor worker representation more particularly at enterprise level is the central challenge that jeopardises the efforts of securing decent work. This argument is strongly supported by Kadungure (2015) as he notes that lack of pertinent labour law knowledge among most workers committee members is a major loophole that derails the process of uplifting the lives of workers through workplace dialogue. On the same point Kadungure (2015) is of the opinion that the workers committee members may not have skills to interpret and understand the legal technicalities and this deters workers to push for their plights in securing decent work. This challenge is prominent in the private security industry where the majority of employees do not have educational or professional qualifications except few in managerial positions (Mariwo, 2008). Poor representation of private security employees can also be ascribed to the inter-union rivalry and squabbles between the two private security trade unions. Mabauwa (2017) revealed that Private Security Workers Union (PSWU) and Zimbabwe Security Guards Union (ZISEGU) are currently in membership wars disregarding the working conditions of security guards. Under such conditions the security guards become the scapegoats as they are remaining at the mercy of employers and this perpetuates indecent working conditions in the private security industry.

Social dialogue is a critical channel in which rights are defended, work is secured and productive employment is promoted therefore it requires participation and freedom of association (Ghai, 2002). However, victimization particularly loss of employment by management stagnates the efforts of attaining decent work through social dialogue. This form of victimization in the private security industry can be ascribed to precarious employment coupled with the prevailing high unemployment in Zimbabwe argued (Gore and Uzhenyu, 2017). In same view Safalafala (2012) noted a different form of employee victimization where management blatantly distinguishes between “*guards*” and “*comrades*”. The former are those employees who are non-represented and are seen as loyal and the later are represented or vocal and they regarded as trouble makers or un-obedient. Under such conditions employees sacrifice their voice and they tend to comply with any working conditions no-matter how exploitative is the work. Such situation entraps employees into vicious circles of poverty because more and more workers will remain languishing in indecent working conditions owing to lack of employee voice. Equally, Mariwo

(2008) stated that non-functionality of employee voice at workplace in many security firms is attributed to the problem of victimization. This grossly violates not only the elementary aims of decent work agenda but also the labour laws of the country and the company alike.

The other challenge faced in securing decent work is non-implementation of agreed resolutions. According to Maphosa (1985) the setup of organisations in Zimbabwe allows capital to influence significantly collective bargaining process that occurs at the work place. In operation by virtue of being employer representatives, the management unavoidably determines the outcome of workplace deliberations by hook or crook. On extreme cases works councils are used as vehicle of domination where employees are consulted to be told what has been resolved in the name of works councils meeting therefore employees think they have influenced in the decision making process (Kadungure, 2015). On the other hand, non-implementation of agreed resolutions can be attributed to economic meltdown that is ravaging the economy of Zimbabwe. Mkandatsama and Nyanhete, (2017) revealed that, it is this ongoing economic hardship characterised by liquidity crunch, has affected the payments of salaries, funding of training programs and allowances to employees. Thus economic challenges directly hinder the implementation of workplace resolutions hence exposing employees to indecent work for employees.

The private security industry is largely a parasitic in nature which solely survives on the performance of other sectors in the economy. Treasury State of the Economy Report (2014) indicated that Zimbabwe economy has crippled by global recession and this led to massive closure of many companies. The Zimbabwe Statistical Agency (2014) shows an increase in number of firms closing their operations in Zimbabwe. This closure of other firms and rampant retrenchments in Zimbabwe directly affects the clientele base of the private security firms (Mariwo, 2008). The same author revealed that in responding to the external business realities the organisations in private security industry are resorting to a myriad of survival strategies which among others include labour casualisation, non-payment of over-time and underpayment of wages. These emerging survival strategies are aimed at reducing the labour costs and employees are becoming the scapegoats. To this end, it is justifiable that closure of other firms have downstream impact which ultimately affects the private security employees working conditions.

The growing of small unregistered private security companies is another hurdle in securing decent work. Gore and Uzhenyu (2017) stated that the proliferation of fly-by-night private security firms is bringing challenges on the working conditions of private security employees. The mushrooming of these unregistered companies brought about an vague form of employment in which both trained and untrained security guards are engaged without clear terms and conditions of employment agreed and these security firms have no fixed address to trace if employee raise complain (Mariwo 2008). This exposes employees to a number tantamount of exploitation which derails the efforts to attain decent work.

Overview of the Organisation Under Study

Professional Security Private Limited (PROSEC) is a duly registered company, licensed to operate in accordance with the Private Investigators and Security Guards (Control) Act [chapter 27:10]. Formed in 1989, PROSEC falls under Scotia Holdings Group thus it is also called the Scotia Security Division. The Security Division which comprise of Professional Security and its Strategic Business Units (SBU) which are Licguard Security and Enterprise Dog Handler Unit (E.D.H.U). The major business of PROSEC is to provide security services to both commercial and domestic clients. Included in its product portfolio are Guard Services, Private Investigations, Cash In Transit Management, Dog Breeding, Electronic Security services among other client tailored products. The company is headquartered in Harare and has branches doted national wide so as its clients therefore, Regional Officers are responsible for various branches operations. The company used to recruit ex- soldiers and ex- police only and in 1991, it opened doors to civilians. The company continued to grow from strength to strength and is now a force to reckon with a staff compliment of more than 1000 employees.

PROBLEM STATEMENT

The primary goal of ILO is to open opportunities for men and women to realise decent and productive employment in the conditions of freedom, equity and human dignity. However, the unpublished results of labour relations survey carried out by the Human Resources department of PROSEC in 2016 shows indecent working conditions. The results indicated that 80% of the employees are disgruntled by the prevailing working conditions. Chief among them is long working hours where an employee works for more than 48 hour per week as prescribed in CBA

for security sector. Underpayment of wages was also mentioned as indecent work where security guards alleged that they are being paid wages that are below those prescribed in CBA for security sector. Other indecent working conditions highlighted in the results are non-payment of overtime, labour casualisation, salary delays, unfair dismissals, job insecurity, non-provision of full uniforms, non-provision of tools of trade like firearms, unilateral decision by management, and arbitrary overtime compensated with time-off. These aforementioned anomalies constitute indecent working conditions which go against the main tenets decent work. Poor working conditions significantly deprive employees from better lives and well-being as envisaged by ILO decent work agenda and UN Human Development program. These indecent working conditions have a direct impact on employee welfare, labour productivity and organisational sustainability. This is substantiated by the unpublished Management Review meeting minutes of June 2016 which show that PROSEC was on the verge of losing its largest client contract (CABS) owing to poor performance of its security personnel. Thus in this light, the researcher sought to investigate the labour practices and challenges faced in securing decent work at PROSEC.

OBJECTIVES OF THE STUDY

Main Objective

To investigate labour practices and challenges faced in securing decent work for private security sector employees.

Specific Objectives

1. To examine the current working conditions for the private security employees at PROSEC.
2. To find out the labour practices which are currently in place that promote decent work for private security employees at PROSEC.
3. To explore the benefits of securing decent work for the private security employees at PROSEC.
4. To establish the challenges faced in securing decent work for private security employees at PROSEC.

5. To proffer recommendations and insights to curb problems encountered in securing decent work for the private security personnel at PROSEC.

JUSTIFICATION OF STUDY

Doubt is often better than self-confidence, for it leads to investigation which leads to progress through new ideas and understanding (Kothari, 2004). This research is focusing on investigating the labour practices and challenges faced in securing decent work for the private security employees hence it is hoped that after its completion, it will provide a road map for the organisation under study to navigate through turbulence business environment by use of decent work as the tool to attain its sustainable harmonious and productive working environment. The success of an organisation is hinged upon the quality, and engagement of human capital thus securing decent work especially in this fluidity business environment ranks paramount in as far as business success is concerned. The assumption being that a happy employee is a productive employee and this justifies the significance of this study from the employer point of view.

Unearthing labour practices and challenges faced in securing decent work for the private security employees through this study will hopefully enlighten the law-making boards, works councils and other relevant institutions like National Employment Council (NEC) to demonstrate a sense of commitment in upholding outright legal requirements that facilitates decent work for private security employees. This takes form of deliberation, formulating and implementations of decent work initiatives and regulations that simultaneously promote decent work and solves the challenges encountered in promoting the same. This research ought to facilitate a culture of mutual understanding between employers and employees where both parties have equal ground to advance work related interests and this validates the importance of this study.

It is anticipated that, this study generates information that can create awareness of current conditions of work for the private security employee. Some deplorable working conditions highlighted in the problem statement are as a result of lack of relevant knowledge pertaining to their rights and understanding of legal working condition. Thus, this research will be of prime importance to the private security employees as it can enlighten and give them deep appreciation of decent work. It is through profound decent work related knowledge that the private security employees can be able to challenge the status quo and unleash efforts to achieve dignified

working conditions. The extension of decent work to this class of employees will help in dignifying the private security employees through the elimination of stigma and making them respectable workers.

It is again hoped that the research findings and recommendations from this study will go a long way in improving the profession of HRM. Being the custodians of employees the outcome of HR is seen through labour productivity thus, it is hoped that this research will bring an intense understanding of the essence of decent work to HR practitioners. Additionally, it is anticipated that Midlands State University will benefit from increased literature through new knowledge after completion of the project. It is expected that this research will provoke more research on the same topic and simultaneously guides other students or researchers who would like to study on decent work.

CONCEPTUAL FRAMEWORK

In order to have a detailed appreciation of the whole concept of decent work in the private security sector, the research is conceptually guided by Human Development concept brought forward by the United Nations in 1990. Human Development concept is defined in the Human Development Report (HRD) (1990:10) as “an ongoing process of broadening the people’s selections in their socio-economic lives.” The same report revealed that main goal of Human Development seeks to create a supportive environment for people to enjoy long and healthy lives. Edewor (2014) asserts that human development is primarily based on prioritizing the well-being, equality for opportunities for all people in the society. This means that human development calls for people empowerment to participate and benefit in the development process. Similarly, the United Nations Development Report (2002) shows that human development is mainly focusing on enhancing the capabilities of human beings by creating an enabling environment for them to flourish in social, economic and political dimensions. The same concept was defined in yet another way by Freeman (2004) who understands Human Development as the capacity of people to have increased controlled over their life, fulfilling personal goals and being self-reliant. Haq (1995) cited in Edewor (2014) further pointed out that the aim idea behind devising human development concept is to shift from focusing on developmental economies to people centered development. This indicates that human

development is intended to achieve much more the only growing the economy since growth of economy intendant to improve the wellbeing of humankind.

The researcher credited human development as the appropriate framework because it explains the major aspects towards achieving decent work for employees in the world of work. According to HDR (1990) good working conditions is at the base of human development. The framework is compatible to the aims of decent work as it is concerned about enhancing an environment that enables people to flourish to their maximum potential thereby leading to creative lives that enhance their needs and interests. The notion of human development places people at the center and it is relevant in guiding this research in articulating the practices and challenges faced employees in securing decent work for employees. The HDR (1990) highlights that wealth is created for people by people therefore, wealth cannot be divorced from people and vice versa. This correlates with the Resource Based View of the Firm (RBV) which denotes that value, uniqueness, and inimitable are essential characteristic in attaining competitive edge through human resource (Nyamburwa and Chiduro, 2013). Thus to retain and attract unique, valuable and inimitable employees organisation has to devote more to good HR practice that uplifts the lives of employees and this in turn helps in attaining decent work.

The fundamental aim of human development is for people to have access to means that are required for decent standard of living notes (Edewor, 2014). Human development embodies equity, liberty and empowerment as well as sustainability. Equity entails distributive justice largely in terms of opportunities, and choices. Thus, freedom highlights the importance of choice in choosing. Edewor (2014) elaborates that freedom goes beyond freedom of choosing but it takes into consideration freedom from removable human development constrains. In this regard, it is clear that Human Development provides guiding principles that translate decent work into a realized goal, for instance freedom of association entails the essence of worker representation in the employment relation and these upholds all other aspects of decent work like equity, social protection and employees' rights. Thus the concept of decent work fits very well in the Human Development framework. Additionally, the human development framework is of prime importance in conceptualising the phenomenon understudy more particularly in security sector where the employees seem to be marginalized (Gore and Uzhenyu, 2017).

According to Edewor (2014) the notion of Human Development concept is based on widening human choices and gives them priority to the freedom of choice. As expounded by the UNDP report of (1990) human development seeks to enlarge people options in terms of participation in community, freedom to politics, personal security, and guaranteed human rights as well as access to income as means to attain human well-being. Edewor (2014) views human development as a way of improving lives of people through an array of things that a person can access which include healthy, knowledge and participation in community. These account for both employees and employers to take initiatives that enhance harmonious working environment in which the interests of either party are satisfied. This state in employment relationship is a direct result of decent work concept which seeks to remove obstacles that hinders employees from speaking their plights through social dialogue, access to healthy through social protection and dignified working environment through respect of employees fundamental rights. This resonates well with the concept of RBV which puts more emphasis on development of employee's wellbeing to obtain wealth for employers in from of profits and premium salaries for workers. This argument gets back to the philosophy of wealth distribution for human development (HDR, 1990).

RESEARCH METHODOLOGY

Research methodology according to Kothari (2004) refers to a systematic process of determining a solution to a problem. The same scholar further says that research methodology can be explained as a science of how research is done logically. It embodies an array of steps adopted by a researcher in studying a problem or carrying out a research along with the logic behind them. The steps adopted in this research include research approach, research design, sampling procedure, sample frame and sources of data. These steps under research methodology give clarification and logic behind the choice of techniques and research methods which were used in this study.

Research Approach

The researcher employed qualitative research method in carrying out this study. According to Bryman (2012) qualitative approach to research is branded by a detailed description from accounts and integrates various perspectives. In same view, Kothari (2004) says qualitative approach to research is largely concerned about the subjective assessment of opinions, attitudes, knowledge and behavior of the participates. Qualitative research method encompasses the ability

to study symbolic dimensions and social meanings. Rahman (2016) arrives at a conclusion that qualitative research approach is an umbrella term which covers an array of interpretive methods that aim at decoding, translating and describing the phenomenon occurring in natural world. The use of qualitative research approach afforded the researcher to administer semi-structured interviews which helped in obtaining thick descriptive information. The flexibility of this approach created room for probing further whenever there was responses required clarification. This research approach enabled the researcher to harvest in-depth information and thick description on the practices and challenges in securing decent work from participants in their natural world. In-depth information and thick description was the ideal information to answer the research problem and objectives. This justifies the use of qualitative research approach in which semi-structured interviews and semi-structured questionnaires was administered to establish the practices and challenges in promoting decent for the private security employees.

Research Design

Kumar (2011:198) lays down the meaning of research design as “a plan for carrying out a research with the maximum control over the factors that may inhibit the credibility of the research results.” This is supported by Kothari (2004) as he posits that decisions pertaining how, where, when, and by what means is an inquiry or research is carried out constitute a research design. The same author further pointed out that research design is a preparation of environment for gathering and analysis of data in a way that chains relevance to the research problem. In carrying out this study the researcher used a case study as a research design. A case study is the approach adopted by the researcher in carrying out a study. Thukar (2009) defines a case study as an extensive examination of a single institution. The researcher embraced this research design because it provides detailed information for the topic under study that would not be possible to acquire by use of another type of experimentation. To investigate the labour practices and challenges faced in securing decent work for private security employees, the researcher used PROSEC as the case study.

Sampling

Sampling refers to “a practice of choosing little units from a larger group of population to become the framework of foretelling the occurrence of unidentified specific evidence, consequence from total population” (Kumar, 2011:193).

Sample Frame

Turner (2003) defines sample frame as the total population from which the participants are drawn from. In other words, sample frame defines a set of elements from which a researcher can select a sample of the targeted population. Sample frame helps the researcher to identify the participants in research. In conducting this research, the researcher used a sample frame of 79 participants composed of participants from various departments and designations in the organisation.

Sample Size

Sample size is defined by Bryman (2012) as any subcategory of sampling units selected from the total population. In simple terms, sample size represents a specific number of selected participants to be used in carrying out a study. Qualitative study yields rich and detailed information and as such the sample size should kept reasonably small (Ritchie, Lewis, Nicholas and Ormston, 2013). Table 1 below shows the sample size which was used in carrying out this study at PROSEC.

Table 1: Sample Frame and Target Size

PARTICIPANTS	SAMPLE FRAME	TARGET SIZE
Human Resources Personnel	2	1
Management	7	4
Workers Committee members	5	3
Security Guards	65	20
TOTAL	79	28

Source: PROSEC HR report (2017)

Sampling Procedure

i. Purposive sampling

The researcher adopted purposive sampling which according to Bryman (2012) refers to a deliberate process in which the researcher identifies specific individuals with rich information, knowledge and understanding to a phenomenon under study. Punch (2010) explains purposive sampling in yet another view as he asserts that purposive sampling is deliberate process with

some focus in mind. This method allowed the researcher to use his knowledge on the topic in selecting the participants that provided best data to answer research objectives. It also enabled the researcher to choose the participants with relevant characteristics that facilitated exploration and understanding of the research. The researcher credited purposive sampling so as to select the participants with vast institutional memory in relation to decent work. In this regard, management, workers committee members and the HR Personnel were selected using purposive sampling because these are actively involved in formulating and implementations of policies that have impact on the decency of work for the private security employees.

ii. Convenience sampling

According to Bryman (2012:201) convenience sampling procedure “gives attention to those participants who will be available to participate during the time of research.” In this study convenience sampling procedure was used to collect data from the security guards. This research procedure was an ideal for security guards who by nature of their work in private security are not stationed at one institution rather they are dotted around the nation. Thus convenience sampling helped the researcher to access and solicits data from the security guards who were readily available during the time of research.

SOURCES OF DATA

The researcher used both primary and secondary sources in collecting data. The rationale behind the use of both secondary and primary data was to bundle up them so as to fill the loopholes of either source of data.

Primary Data

According to Kothari (2004:95) primary data is “is the original data collected for the first time.” The primary sources of data provide first hand and authentic information from the participants on the ground. In other words primary source of data brings about firsthand and direct evidence of a particular phenomenon. The underlying argument of using primary source of data was that it helped in capturing the current events in natural setup which was useful in answering the research objectives. Although, a novel of methods can be employed to solicit primary data, this research adopted semi-structured interviews and semi-structured questionnaires in gathering primary data.

Secondary Data

Secondary data refers to readily available unprocessed information which was collected by someone else for a specific purpose but can be used again for a different purpose (Bryman, 2012). In other words secondary data refers to already collected data which found in other sources like journals, books, newspapers, PROSEC management and works council minutes among other secondary sources. The researcher used secondary data because that it is very easy to obtain, less time consuming and cost effective compared to primary sources of data.

RESEARCH INSTRUMENT

Creswell (2014) defines research instrument as a data collection device which is designed to gather specific information in research. Thus the researcher embraced semi-structured interviews and questionnaires as the research instruments.

Semi-structured Interviews

A semi-structured interview is defined by Creswell (2014) as a meeting between the interviewer and the interviewee where the interviewer does not strictly adhere to sequence of the questions. This method of inquiry enabled the researcher to explore further so as to obtain detailed information of research topic. The main advantage of semi-structured interview was that, it enabled the researcher to ask open ended questions without governing the possible responses which ultimately leads to thick descriptive data from participates. In order to obtain detailed information in relation to the practices and challenges faced in securing decent work for the private security employees, the researcher conducted interview to the HR Personnel, management and the workers committee members as they are involved in formulating and implementation of HR policies that affect the working conditions of workers. The aforementioned categories of employees to which interviews were conducted constituted small number in the sample frame hence they were manageable considering limited time that the researcher had.

Semi-structured Questionnaires

A questionnaire refers to a data collection instrument which consist a series of pre-set written questions administered to participants to obtain pertinent information (Kumar, 2011). In other words, it is a device which is used in securing specific research answers from participates. Semi-

structured questionnaire is a mixture of unstructured and structured questions printed or typed in a certain sequence (Bryman, 2012). The researcher accredited this instrument because it requires less time and cost of administering it to a larger number of participants. The researcher administered semi-structured questionnaires to security guards. Semi-structured questionnaire was the ideal instrument for soliciting data from the security guards owing to their larger number and limited time. Also a semi-structured questionnaire guaranteed anonymity of participants and as such it enabled the participants to clearly express their objective views and opinions without fear of victimization from the management.

ETHICAL CONSIDERATION

Research ethics are defined by Bryman (2012) as a self-regulatory principle that provides guidelines in carrying out a research. Richie et-al (2013:24) argue that “ethics are at the heart of research practice and consideration that run through research from designing, reporting and beyond.” The researcher paid due attention and upheld ethical issues prior to, during and after research process and the following research ethics was observed:

- i. Informed Consent-Before conducting this research the researcher clearly informed all the targeted participants the purpose of this research. In this context the research was purely for academic purposes.
- ii. Confidentiality- during the research the researcher protected and respected the privacy of participants and the organisation under study. Thus the researcher did not divulge the names of the participants and the sensitive organizational information.
- iii. Integrity- the researcher acted with sincerity and strived for consistency by keeping promises and agreements during the research process.
- iv. Honesty-data obtained from the participants was honestly reported. Misrepresentation, fabrication of information and falsification of data was also avoided.

LIMITATIONS

Simon (2011) defines research limitations as the possible limiting factors that have potential of hindering smooth flow of research process. In carrying out this research the researcher encountered the following limitations:

- i. Limited time frame to gather data from the field was a major limitation in carrying out this research. This is so because the researcher was also a full time student who has to balance attending the lectures and working on the research. To defuse this limitation the researcher used the semester break to gather data from the field.
- ii. The other limitation to this research was financial constrain. Carrying out this research involved going to the field to gather primary data and this required funds which was far beyond the researcher's budget. To counterbalance the limitation the researcher was able source extra funds from parents.
- iii. The participants to whom primary data were to be obtained were full time employees who have organisational commitments and this was a limitation in terms of their response rate. Defusing this limitation the researcher utilized break and lunch times to conduct interviews. Also the researcher took advantage of weekends to administer questionnaires to the security guards.
- v. Some organisational information and records are too classified to be exposed to the researcher and this was a limitation where management at first would not want to disclose all information that answers research objectives. However, the researcher used the Midlands State University HRM department letter which indicates the purpose of carrying out a research so as to create trust. The same letter was used to seek permission from the gate keepers like management.

DATA PRESENTATION AND ANALYSIS METHODS

The researcher adopted thematic data analysis approach in analyzing raw data collected. Braun and Clarke (2006:79) note that thematic analysis encompasses “finding, analyzing, recording and reporting patterns within data.” Bryman (2012) argues that theory related materials; repetition of information; similarities and difference of data from the respondents are some of the basic principles in identifying themes in thematic data analysis. The main advantage of thematic analysis is that it helps in compare, compress, organize and describe in detail perplexing raw data such that meaning can be drawn easily. Analysing data using thematic approach involves six stages. The first stage encompasses data familiarization and this stage is crucial as it affects the whole process of analysis (Braun and Clarke, 2006). The initial stage is where the researcher gets familiarized with the data collected and this is done through frequent or repeated reading, and

active reading on collected data so as to deduce data patterns, meaning and themes (Braun and Clarke, 2006). The same scholars emphasized note taking on main ideas from data as a crucial process during the initial stage of data familiarization. Additionally, getting familiarized with data collected through interviews the researcher engaged in data transcription. The process of data transcription entails reducing verbal data into writing so as to analyze it easily using thematic analysis (Braun and Clarke, 2006).

Second stage of thematic analysis includes generation of first codes from the collected data. Generating codes is a systematic process of organizing and getting meaningful parts of data as it relates to the research objectives (Braun and Clarke, 2006). The codes show latent or semantic content features of data that appears to be important to the researcher (Creswell, 2014). Coding process involves data reduction process. Data reduction is where by the researcher puts labels and tags on the data based on the research questions (Bryman, 2012). The third stage of thematic analysis is searching of themes. This stage involves putting codes identified in stage two into potential themes. In essence the researcher will be focusing on the data analysis at broader level of themes. This is in same view with Braun and Clarke (2006) as they note that searching for themes starts with analyzing already developed codes and consider combing various codes to form an overarching theme.

The fourth stage of thematic data analysis includes reviewing themes identified in stage three. This stage involves searching for data that supports or in line with the proposed theoretical frame work of the research which forms the base of research. This permits further expansion and revision of themes as the researcher can rework on the initial themes. The fifth stage involves defining, refine and naming of the themes identified in the fourth stage. Defining and refining of themes entails identifying the importance of each selected theme and establishing the aspects of data that each theme captures, and the picture of data being exposed by the themes (Braun and Clark, 2006). Naming of themes is essential as it helps the reader to understand what is being explained underneath the theme.

According to Braun and Clark (2006) the sixth and final stage of thematic analysis involves producing a research report. The same authors say that at this stage the researcher will revisit the sample in place to ascertain if the description of data is in accurate representation. The main goal of this stage is to produce a thematic analysis report that conveys perplexing story of the data in a

simple way that satisfies the reader about the validity and reliability of researcher’s analysis. A clear and straightforward logical account of the research is imperative for the readers to understand the outcome of the research.

DELIMITATIONS

Simon (2011) defines delimitations as the boundaries in which the research area is narrowed to. These include but not limited to choice of objectives, topic, case study and geographic coverage. Delimitations in this study was as follows, the researcher singled out one organisation (PROSEC) to which the whole research was conducted; the concept of decent work was purely treated in the context of the private security employees. The research was solely conducted for the employees stationed in Harare and these include HR officer, workers committee members, management, and security guards. Also the researcher concentrated on the aforementioned objectives without deviating from the same.

DATA PRESENTATION

Response Rate

Table 2: Response rate summary

PARTICIPANTS	TARGETED PARTICIPANTS	ACTUAL PARTICIPANTS	PERCENTAGE (%)
Human Resource Personnel	1	1	100%
Management	4	4	100%
Workers Committee members	3	3	100%
Security Guards	20	16	80%
TOTAL	28	24	86%

Source: *Field research findings (2017)*

The table 2 above indicates the response rate of the research participants expressed as a percentage. Prior to data collection the researcher came up with a sample size of 28 participants targeting the following participants namely: one (1) HR officer, four (4) managerial employees, three (3) workers’ committee members and twenty (20) security guards. Out of this sample size

of 28 participants, 24 managed to take part in this research. The researcher conducted interviews to the HR officer, four management and three workers committee members. Twenty questionnaires were administered to the security guards and out of the twenty administered questionnaires four were not returned. On the categories of HR personnel, Management and the workers committee members to which interviews were conducted the response rate was 100%. However, for the 20 questionnaires administered to security guards 4 were not returned and this brought 80% response rate. Therefore, the above table 2 amalgamates the response rate of all participants expressed as percentage and this amounts to a total of 86% response rate.

Table 3: Demographic trends for the research participants

Category	Sex		Age (years)								Length of service in the organisation								Highest Qualification Attained									
	Males		Females		25-35		36-46		47-57		58 +		3-6 months		7-12 months		1-3 years		4+ years		Grade 7		O'Level		Diploma		Masters' Degree	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
HR personnel	1	-					1											1									1	
Management	3	1					2		1	1							1	2	1			1		2	1			
Workers' committee members	2	1				1		1				1				1	1			1	1	1						
Security Guards	13	3	5		1		5		3	2	3	1	3		3		5	1	10	3	3							
Total	19	5	5	0	2	0	9	0	4	4	3	1	4	0	3	2	9	2	11	4	5	0	2	1	1	1	0	
Grand Total	24		24								24								24									

Sources: *field research findings (2017)*

Table 3 above illustrates the demographics characteristics of all participants. The demographic characteristics used in this research were sex, age, length of services and qualifications. Out of the 24 respondents, 19 were males and only 5 were females. Among the 19 male participants four of them were at managerial level in the hierarchy of the organisation, two were workers' committee members and the rest were security guards. From the female participants only one

was in managerial position, the other one was a workers' committee member and the other three were security guards.

The age distribution column of the table shows four ranges of years in which participants fall under namely; 25-35, 36-46, 47-57 and above 58 years. Most of the participants who took part in this research were falling under the age group of 47-57 years. This range had nine male participants, one from HR personnel, two from management, one from workers' committee members and other five were from the security guards category. The range of 58 and above years has the second highest in terms of participation, which had three females, and five male participants these include, one management and five security guards. The age group of 25-35 had five participants who were all security guards and among them three were males and two females. The range of 36-46 years had the least number of respondents as only two security guards and one worker's committee member took part in this research.

On the length of service column, the researcher put the periods served into four ranges namely; 3-6 months, 7-12, 1-3 years and above 4 years. Eleven of the participants have served the organisation for more than four years and among them eight were males and only three were females. In the same range, the participants were distributed among all categories which include one HR officer, four management, one workers' committee member and three security guards. Lastly, four security guards fall under the age range of 3-6 years and among them there were three males and a female.

The column of highest qualification attained shows that the HR officer is only participant who has a masters' degree. From the category of management, two males and a female participants attained diploma level and the other male is an ordinary level certificate holder. Out of the 16 security guards who participated, thirteen of them who encompassed ten males and three females attained Grade 7 and the other three males attained ordinary level.

Understanding of Decent Work Concept

Under this theme the researcher sought to ascertain the participants' knowledge in relation to the meaning of decent work concept.

Four managers and the HR officer who managed to participate during the research shared a common understanding of the meaning of decent work. In articulating the meaning of decent

work they all concurred that decent work is underpinned by fundamental workers' rights and their welfare while at work. The HR officer who is a master's degree holder who has worked for the organisation for six years stated that *"decent work refers to a dignified working environment in which the rights and social welfare of workers are catered for through adhering to the dictates of Labour Act, Collective Bargaining Agreement (CBA) and any other statutes as they may be promulgated."* When asked to elaborate the same participant went on to say that decent work constitutes a working surrounding where there is employee participation, adequate wages, and the provision social services like pension.

One of the management participants who has served the organisation for more than four years said that, *"decent work entails a working environment that is consistent with the minimum requirements of CBA for example the fundamental workers' rights at work, social protection, and human dignity without distinction based on gender."* The other participant from management category who holds a diploma and has more than three years of experience with the organisation echoed that *"decent work refers to an employment that satisfy workers needs namely; adequate wages and salaries, health working environment, effective communication and work- life balance."* This explanation resonated well with the opinion of one of the managers who is a holder of diploma in security who described decent work as *"the physical and mental wellbeing of workers that can be attained through harmonious working environment in which interests of management and workers are equally valued at work."* The last participant from the category of management who has twelve years of experience with PROSEC highlighted that decent work is a sustainable, reliable and productive work in which the employees are accorded with the right to negotiate with management in improving their working conditions.

One of the participants from the workers committee members who is a holder of ordinary level certificate contextualized the term decent work in the private security industry as he said that, *"decent work is realized where a security guard is working 12 hours per shift, fully equipped with tools of trade such as security uniform, paper spray, baton sticks, and a dog, at the same time earning agreed wages plus \$10 and \$12 as transport and housing allowances respectively."* This explanation goes in same the vein with other workers' committee member who also brought out a notable unique meaning of decent work as he noted that, *"decent work is where by the organisation improves the wellbeing of security guards through provision of working conditions"*

as prescribed in the C.B.A of the private security sector and the Labour Act.” One of the workers’ committee members who attained ordinary level as the highest qualification described decent work in yet another way as she stated that *“decent work is whereby management cares and solves our work related problems.”* Asked to clarify she reiterated that *“for work to be decent tinofanirawo kuonekwa sevanhu kwete mhuka.”* (We should be treated like human beings not animals).

Current Working Conditions for the Private Security Employees at PROSEC

One of the researchers’ objectives was to establish the current working conditions of the private security sector employees at PROSEC.

i. Precarious work

The HR officer revealed that owing to the volatility of business environment the organisation is finding it difficult to provide standard form of employment. The same participant went on to say *“we have resorted to engaging employees on fixed term and casual contracts as a way of doing away with labour costs associated with permanent contracts.”* He further stated that *“we make sure that every new engagement is on fixed term or casual contract and we usually recruit casuals to cover up shortages if we cannot find replacement from within.”* All participants from the category of workers’ committee members concurred they are working under uncertain conditions because of fixed term contracts and because of that their job is not secured. One of these participants who has ordinary level certificate revealed that *“I am on three month fixed term contract, so I accept any condition of work even unpaid overtime such that my contract can be renewed after expiry.”* One of the workers’ committee members revealed that the organisation mutually terminated a number of permanent contract employees and they were reengaged on fixed term contracts and some on casual contracts. He further stated that 20 permanent contract employees were terminated and after two months they were reengaged on fixed term contracts. On same note the HR officer stated that *“All our clients have changed contracts from permanent to fixed term so we applied the same to our employees to avoid cost of retrenchment when our clients decide terminate contracts.”* Out of the 16 security guards who responded, 13 of them who have worked for the organisation for more than one year were still on fixed term renewable contracts.

ii. Very long working hours

The HR officer contended that the security guards are working very long hours more than those prescribed in the C.B.A for the private security sector. When asked to explain he stated that *“we have moved from 4/3 shift as provided for in CBA for private security sector (SI 72 of 2012) to a 5/2 shift.”* After a follow up question, he said that 4/3 is where a security guard would work for four consecutive days which amounts to 48 hours per week and three days off duty. The 5/2 shift is the new one which is *ultra-vires* to the CBA for private security where a security guard works for five days thus a security guard endures 60 hours a week and only rest for only 24 hours. Of the 16 respondents from the category security guards 13 of them pointed out the same issue of long working hours. One of the security guards who served the organisation for more than four years stated that *“we used to work for 48 hours per week but now we are working 60 hours and two days off.”* It was mentioned in one of the questionnaires that one can work for 12 hours per day for 7 consecutive days. One of the security guards noted that *“we are working very long hour. You can be called for duty any day even on your off days.”*

iii. Non-payment of overtime

The HR officer also stressed that security guards are working overtime however the organisation is no-longer paying overtime worked as a way of cutting labour costs. All workers’ committee members raised the same issue and they contended that they always in deliberations with management on the issue of non-payment of overtime in works council however results are yet to be seen. Twelve security guards indicated that they are working for unpaid overtime. One of them stated that *“tinongoshanda overtime tisingabhadharwe wozotsvagirwa zuva rekuzorora.”* (We work for non-paid overtime compensated with time off). The other security guard who served the organisation for more than four years stated that *“management does not care about improving our working conditions because I work for overtime but not paid”*. He added that *“I have more than 30 days of overtime which are not yet paid and I don’t know if the organisation is going to pay.”* Additionally, the other security guard who attained ordinary level noted that *“am waiting the day that management terminates my contract then I show them all my unpaid overtime.”* One of the security guards participants who has served the organisation for more than four years went on to specify that *“takutojaira kushanda overtime tisingabhadharwe.”* (We are now getting used to work for unpaid overtime).

iv. Working of duties other than guarding premises

Out of the 16 respondents from the category of security guards, 9 of them mentioned that they are working other duties at their work stations over and above guarding the premises. They mentioned that they are performing other duties than manning the premises which include off-loading trucks, cleaning the premises, watering flowers among other duties as assigned by the organisation's client. One of the security guards stated that *"in bank where I work, my duties are more of assisting clients instead of guarding."* Cleaning premises, washing car and off-loading trucks are some of the duties mentioned by security guards. One of the security guards respondents stated that *"Watering flowers, picking papers and loading trucks are part of my duties at my work station."* One of the management who served the organisation for more than four years stated that *"we are aware that security guards are sometimes assigned tasks which are not in line with their duties but due to competition in market we are afraid to loose clients by regulating too much their conduct with our security guards."* Two of the workers' committee members concurred that management are reluctant to engage their clients to resolve the issue of working other duties hence security guards are being overworked with duties which are not in their job descriptions.

v. Dangerous/ unsafe working environment

The HR officer mentioned that there are some premises associated with high risk of robberies and these require a security guard to be equipped with fire arms or dogs. However, the same participant noted that security guards equipment like firearms and paper sprays attract allowances according to C.B.A for private security sector hence the organisation could not provide these due to financial constraints thus employees are exposed to untold risks. Of all 16 security guards respondent no one mentioned that they are provided with firearms, dogs or paper sprays. One of the workers' committee members stated that *"security guards that transport cash are provided with one firearm per armored vehicle which is not enough in cases of robberies and this shows that we are working under dangerous conditions."* Ten of the 16 respondents from the category of security guards mentioned that their work premises do not have guard rooms. In addition one of the security guard who is an ordinary level certificate holder stated that, *"I can spend the whole shift exposed to all sorts of bad weather conditions that can be cushioned by a guard room."* The workers' committee member who has served the organisation for more than

four years concurred as she reiterated that *“security guards who are working on gates are not provided with raincoats or umbrellas since most of the premises do not have guard rooms.”*

vi. Non-provision of full uniforms

All workers' committee respondents revealed that the organisation is not providing full security uniforms. The CBA for private security sector outlines that the organisation must provide security guards with full kit of uniform which include security shirt, trousers, belt, safety shoes, and winter jackets. One of the male workers' committee members stated that *“we are just being provided with one pair security shirt, trousers and a belt after a year or more. No shoes, winter jackets and umbrella or rain coats.”* He went on noting that, *“the organisation is not providing us with winter jackets but wearing our own jackets is regarded as act of misconduct.”* Two respondents from the category of management confirmed that the organisation is finding it difficult to provide adequate uniforms owing to financial challenges. Eight respondents from the category of security guards mentioned that the organisation is not providing full uniforms. One of the workers' committee members stated that *“all motor bike riders are riding without riders suits.”* Eight questionnaires showed that the security guards are being provided with one pair of security shirt and trousers only without shoes. Non-provision of winter jackets was also mentioned by security guards. One of the security guard specified that *“I work in cash in transit department but I go to work without a bullet proof jacket.”*

vii. Underpayment of wages

Underpayment of wages is current working condition raised by research participants. The HR officer confirmed that *“the organisation is paying all security guards grade A1 wage (\$214-00) even others who are eligible for higher grades like A2 wages (\$240-00) as a survival strategy.”* According to the article 18 of the CBA for private security sector if a security guard works for an organisation for a year the following year one should be upgraded to grade A2 automatically. One of the management participants who holds a diploma and has served the organisation for more than four years stated that *“we have suspended automatic promotion of employees from grade A1 to A2 as per CBA since 2016 because we are facing financial challenges.”* Underpayment is the current mode of operation at PROSEC as highlighted by all workers' committee members. One of the participants from the category of workers' committee who

worked for the organisation for five years further stated that *“the problem is that most of the security guards are on fixed term contracts and as such they are not willing to join trade unions or even telling workers’ committee members their plights.”* The last participant from the category of workers’ committee recapped that *“some of us we are in grade A2 but we are still paid grade A1 wage but we cannot confront management because we afraid that our contracts might not be renewed.”*

viii. Provision of basic tools of trade

All participants who managed to take part in the research unanimously agreed that the organisation is providing basic tools of trade in accordance to the CBA for private security sector. The HR officer alluded that *“we are providing our security guards with whistles, handcuffs, and baton sticks. This helps them in executing their duties as well as providing their safety from contingencies of their work.”* One of the workers committee members viewed provision of basic tools in yet another way as he stated that *“the organisation is providing these tools because they bought them long back.”*

The Labour Practices that Helps in Securing Decent Work

Under this theme the researcher wanted to find out the labour practices that help in securing decent work for private security employees. This theme seeks to highlight the initiatives being taken by management with the aim of improving the working conditions of security guards.

i. Gender mainstreaming

One of the managerial participants said the organization is engaging in gender mainstreaming so as to secure equality between males and females employees at PROSEC. Quoting the HR officers’ words he said *“at PROSEC we have equal opportunity HR policy in place, this guide us in managing our employees in as far as gender issues are concerned.”* This same sentiment was echoed by one of the managers who recapped that the organisation is mainstreaming gender equality in all facets of employment and she singled out promotion and said it is based on merit not on gender bases. This was supported by one of the workers’ committee members who reiterated that *“the organisation is opening up equal opportunities in terms of promotion, payment of wages and allocation of duties. Now we are having women in the department of cash in transit which was previously dominated by male employees.”* All 16 questionnaires returned

by security guards showed that management is doing well in terms of gender equality in the organisation. The female security guard who has more than four years in the organisation said that, *“tinobatwa zvakangofanana pazvese zvinoitwa mubasaredu pasinakuti urimukadzi kana kuti murume.”* (We are treated equally in all areas of our work regardless of gender). The other respondent from the category of security guards echoed that *“guard ndigaurd murume kana mukadzi.”* (A security guard is a security whether male or female). One of the female security guard who has attained ordinary level stated that *“management recognises our existence as female employees since they are now offering uniform designed for us like skirt for those who are not comfortable with putting on trousers.”*

ii. Training and Development

The HR officer contended that training and development are key labour practices in securing decent work for private security sector employees. He added that the organisation has a full-fledged training department which aims at sharpening the skills of security guards so as to countervail the dangers and contingencies associated with security sector. Upon probing the same participant specified that *“we used to record an average of four cases of dog bites per month. This is whereby the security guards specifically dog handlers who would have bitten by the dogs they used to guard the premises however, in 2015 we started offering our security guards with dog handling training and resultantly we have managed to reduce incidents of dog bites from 4 to 1 per month.”* One of the participants from the category of management who is a holder of diploma in security went on to say that *“the organisation also offers security guards with refresher courses to update their skills on dog handling so as to reduce related accidents (dog bites) and this is improving the working conditions of our employees.”* The other participant from the category of management who has served the organisation for more than two years also stated that *“we make sure all security guards are equipped with gun handling skills and knowledge as these help them to protect themselves as well as the client properties. By so doing we are securing safe working conditions for security guards.”* The other participant from the category of management specified that *“we ensure that security guards go under rigorous security training both physical and mental. This is helping our employees to defend themselves from thieves for example in January 2017our security guard managed to protect client property from robberies without getting injured and we credit that to our effective training and*

development programs.” On the same note all workers’ committee members unanimously agreed that organisation is offering effective security training and development programs. However, one of the workers’ committee members mentioned that *“we have good gun handling skills and knowledge but the organisation is not offering the firearms.”* All participants from the category of security guards no-one mentioned that the organisation is providing firearms.

iii. Formulation of HR policies and procedures

The HR policies and procedures observed at PROSEC were healthy and safety, recruitment, selection, performance management, equal opportunity, HIV and aids, reward management, and grievance procedure. The HR officer mentioned that *“in trying to secure decent work for security guards, the organisation is using HR policies and procedures in all HR functions like recruitment, selection, reward and HIV and Aids among others so as to ensure fairness, equality and non-discriminatory working environment.”* One of the management who is also a member of works council echoed that *“we continuously formulate policies to cover all the gaps that perpetuate discrimination among our employees.”* She added that *“as an organisation we are strictly guided by our policies and procedures as we strive for a dignified working environment.”* One of the management who works in operations department revealed that dignified working environment is a product of sound HR policies and procedures because policies and procedures inform management in facilitating an egalitarian working environment hence decent work.

iv. Workplace Collective Bargaining

The HR officer stated that as a way of securing decent work for security guards the organisation often engage in collective bargaining with employees through works councils. The HR officer went on to say that *“currently we have a workers’ committee in place which was selected in January 2017.”* One of the management who is an ordinary level certificate holder and also a member of works council stated that *“we deliberate with employees on issues of common interest every quota of the year that is we meet after every four months which amounts to four times a year. On issues of emergency we do not wait for our calendar rather we call for an emergency works council meeting.”* On the same note, the researcher gained access to the works council’s minutes of the first and second quota of the year 2017. One of the participant from the category of management further recapped that that, *“we as management we encourage our employees to engage us to deliberate on work related issues in works council meetings through their workers’*

committee.” All respondents from the category of security guards acknowledged the existence of workers’ committee.

Rationale of Securing Decent Dork at PROSEC

The intention of this objective was to explore the benefits that can be derived from the promotion of decent working environment for security guards.

i. Reduces litigation costs

The HR officer mentioned that external environmental forces are pushing the organisation to engaged indecent labour practices like non-payment of overtime, non-payment of wages and non-provision of uniforms among others. Thus the organisation is incurring high litigations cost which could have been avoided through provision of decent work. He elaborated that *“it is through adherence to the minimum prescriptions of legal frameworks that an organisation can secure decent work for employees then it means the organisation is free from legal costs.”* In addition the HR officer went on to say that *“in 2014 the organisation lost a case of unilateral variations of contract at Labour Court and it cost the organisation \$20 000.”* The 2017 HR report at PROSEC showed that the organisation has seven cases pending at Labour Court and if it loses these cases there is a danger of losing \$60 000 through payment of legal fees and paying the amount that the of employees are alleging. One of the management participants who is a diploma holder and works in finance department mentioned that *“as from January 2016 the organisation has suspended paying overtime worked such issues are bouncing back when the contracts of the same employees terminated. Ten employees whose contracts where terminated in July 2017 went on to lodged their case to NEC for security and we have been ordered to pay them the total of \$300 each.”* He added that *“non-payment of overtime and underpayment of wages are measures of cutting labour costs but these issues are bouncing back to the organisation hence high litigation costs.”* This goes in same vein with one of the workers’ committee members’ views as she asserted that she is waiting for the organisation to terminate her contract, for her to proceed to Labour Court to sue the organisation for non-payment of overtime.

ii. Quality service delivery

The HR officer said that non-payment of wages, salary delays, long working hours among other indecent working conditions are compromising quality service delivery to clients. On the same point he specified that *“we are experiencing high absenteeism of security guards thus we always have shortage of labour.”* Similarly, one of the management responded remarked that, *“high absenteeism is affecting our service delivery because whenever we have a shortage we use available security guards to continue with their shifts hence sleeping on duty becomes the challenge which compromise quality of service.”* One of the participants from management mentioned that salary delays are pushing security guards resorting to stealing clients’ property which defeats the whole purpose of a guard. He added that, *“Of late we have recorded four cases of security guards stealing client’ property by creating syndicates with clients’ employee and as such we lost two of our major clients owing to the foregoing.”* One of the workers’ committee members, he added that some of senior security guards have left for other companies owing to our poor remuneration (salary delays and no-payment of overtime). The participant from the category of workers’ committee equally stated *“facing with salary delays for example now we have two months backlog it becomes difficult to do your work with commitment.”* The same participant went on to say that because security guards are not provided with transport to their work station they spend more time looking for cheaper transport hence reporting for duty late is becoming prominent. He further stated that *“some security guards are using bicycles to go to their work station and by the time they arrive they will exhausted hence sleeping on duty follows which amounts to poor service delivery.”*

iii. Reduces work stoppages

The other benefit that can be derived from decent working conditions is smooth flow of work remarked one of the respondents from the category of management. When asked to further explain he stated that *“security business is unique in the sense that we cannot operate without security guards therefore decent works avoids things like absenteeism, sleeping on duty among others.”* In same view the participant from management who has four years of experience agreed that *“faking of leave days more particularly sick leaves and lateness at PROSEC is contributing to work stoppages and these are attributed to long working hours, non-payment of overtime, and wages delays.”* The workers’ committee member said indecent working conditions like long

working hours results in security guards sleeping on duty hence affecting the smooth flow of work. Respondents from the category of security guards agreed that decent work increases their performance at work. In one of the questionnaires the security guard explicitly stated that *“kana mashefu vakatifadza tinoitawo basa redu nemazvo, asi vakaramba vasina hanya nesu tinongo kiya-kiy.”* (If the management satisfies us we perform well but if they do not care of improving our working conditions we don't perform up to standard)

iv. Good reputation of the organisation

The HR officer contended that decent working condition maintains the good reputation of the organisation. Upon probing he stated that *“as result of indecent work we have seven cases pending at Labour Court and such issues are heard in public which gives bad impression to the potential clients because no wants to be protected with unpaid guard. This could have been avoided if we were upholding decent work principles.”* One of the participants from the category of management said that *“because of wages delays and non-provision of transport our security guards are seen sleeping in parks with uniforms and we denied by two clients because of that. This shows that decent work is critical in securing good reputation from all stakeholders.”* The other manager who is also a member of works councils said indecent work like non-payment of wages and overtime attracts litigation which in turn put the good name of organisation in disrepute. He added that *“in 2016 we recorded ten cases where security guards were complaining about salary delays to our clients instead of complaining to the organisation and as such we lost some of our clients.”* The workers' committee member who attained ordinary level as highest level of qualification pointed out that employees act as the ambassadors of the organisation thus they need to be treated with great care such that they sell the unique corporate brand of the organisation to the potential clients and other stakeholders.

Challenges Faced in Securing Decent Work

Under this sub-heading the researcher wanted to establish the challenges faced in securing decent work for the private security employees.

i. Closure of other firms (clients)

The HR officer and two respondents from management category acknowledged that decent work plays a significant role for both employers and employees. The HR officer, pointed out that

closure of other businesses as a result of economic meltdown is acting as a stumbling block that deters the organisation to secure outright decent work. In elaborating this point the participant noted that *“security firms survives on the performance of other businesses, however, many organisations are closing down thus reducing our clientele base hence tighten the revenue base of our organisation. It is now difficult to fund all HR activities like purchasing of proper uniforms and paying overtime because our revenue base is now narrowed.”* After a follow up question the HR officer stated that *“we are now engaging in labour containment strategies like labour casualisation, work intensification (long working hours) and non-payment of overtime however this is affecting the wellbeing of our employees.”* This was supported by one of the management who has worked for the organisation for more than four years as he said that *“because of shortage of clients the organisation is operating on a shoe-string budget thus we are now tempering on labour to reduce associated costs hence security guards are languishing in indecent working environment.”* Furthermore, he said *“we used to provide transport to our guards to and from their work premises but due to financial constrains we have since stopped and it saved us \$5000 per month.”* The participant from the workers’ committee category brought a different dimension on the same challenge as he asserted that even in periods like holidays where security business booms management still deny our proposals blaming the financial problems.

ii. Labour fragmentation

One of the managerial participants indicated that poor employee representation at sectorial level is also deterring the promotion of decent work for security guards. He went on to say that the squabbles between ZISEGU and PSEWU are affecting collective bargaining hence poor working conditions. The HR officer went to note that *“trade unions do not have time to train or conscientise their members in relation to their rights at work and bargaining at works council. Thus employee representatives do not understand the essence of works council meetings as they take it fashionable to shoot down all management proposals.”* On the same note, the HR officer clearly revealed the ineffectiveness of trade unions in securing decent work for security guards as he noted that *“we are still using 2012 CBA and as we speak private security sector has no code of conduct.”* Two of the workers’ committee members mentioned that they are not getting any help from trade unions. The other workers’ committee member who is an ordinary level

certificate holder noted that *“employees belong to two different unions so we have disagreements as workers’ committee members because our unions tell us different things and it becomes difficult to organize at enterprise level therefore we remain working under difficult conditions.”*

iii. Employee victimization

Two participants from the category of works’ committee revealed that they are not free to express their plights to management because they fear loss of employment. One of these participants further explained that *“if you are vocal in meetings you risk your contract not renewed, so to keep our job we just agree to everything that suggested by management.”* In July 2017 we have witnessed six employees whose contracts were not renewed after they came to complain to management about working unpaid overtime.” He added that *“management does not want to listen to us (Dictatorship).”* The third member from the category of workers’ committee who attained ordinary level as highest qualification said *“workers’ members are afraid to express employees’ complains they always go to meetings but no results.”* Fear of victimization by management particularly loss of employment was raised by respondents from the category of security guards. However, two of the management participants lambasted the views of employees saying it is not victimization but the organisation secure discipline by sending a strong message to the would be offenders by not renewing contracts of troublesome security guards. One of the management who is also a member of works council stated that *“it is not a secret that our worker’s committee members are less educated and as such they do not understand the process of workplace deliberations and they think they are being victimized.”*

iv. Non-functionality of works councils

Two workers’ committee members highlighted that there is non-functionality of works councils at PROSEC. One of the three workers’ committee members who is aged 59 and has more than four years of experience in the organisation said *“as workers’ committee members, we exist for nothing because management will never listen to our problems.”* He also highlighted that employee issues in works council meetings are always postponed to other dates. One of the management who is also a member of works council revealed that top management has the prerogative to choose which works council resolutions to fund. In his words he noted that *“after agreement made in works council, management will then decide whether to fund the resolutions*

or not given the organization budget.” This concurred with the sentiments of the one of the workers committee members who stated that “we have since asked management to purchase security shoes and winter jackets but to no avail.” Seven participants from the category of security guards concurred that workers’ committees are not helpful in improving their working conditions. One of the security guards who holds an ordinary level certificate went on to state that “we do not see the importance of workers’ committee because it never brought us any improvement from works councils.”

v. *Liquidity crunch and financial constraints*

One participant from the management category who is a holder of diploma pointed out that the prevailing liquidity crunch and financial constraints in Zimbabwe deters effective funding of HR obligations like payment of overtime, payment of wages in time, purchasing of full security uniforms among others. On the same issue he said *“liquidity crunch crippled the whole department of Cash in Transit (C.I.T) at PROSEC. The department used to bring more revenue but due to use of plastic money we lost our revenue and now we are struggling to fund our HR functions namely; wages, uniforms, and employee welfare hence trapping security guards into vicious circles of indecent work.”* The same challenge of liquidity crunch was mentioned by HR officer who said liquidity crunch is becoming a challenge to security guards as they have to spend the day queuing for money at bank after night duty hence reducing rest time before employee return to night shift. One of the management from finance department brought out the same issue as he said that *“we used to provide our security guards with transport to and from work station but due to financial problems we are finding it difficult thus security are using their own means to work.”*

vi. *Emergence of unregistered security firms*

One of the participant from management category said that private security firms are price takers according to the Security Guards Control Act. He further elaborated the same point noting that *“we are not allowed to charge our clients prices that are more or less than those prescribed by the law however, unregistered security firms are trespassing the law by charging low price hence we are losing our clients.”* On similar note two managers agreed that unregistered security

firms are charging low prices than those prescribed by law hence the organisation is losing clients to those fly-by-nights security firms.

vii. Government policies

The HR officer stated that the economic policies are posing challenges in securing decent work for security guards. He made reference to the S.I 64 of 2016 which inhibits the organisation to import affordable, high quality security uniforms and other security guards tools of trade from South Africa. Cementing this view the respondent from the category of management said that, *“it is now very expensive for organisation to purchase full uniform owing to a stringent budget and for now we are not providing security shoes.”*

DATA ANALYSIS

The main thrust of this section is to deduce meaning from the data presented above through interpretation and analysis. The data presented above answers the research objectives and captured information within the vicinity of the phenomenon of decent work for the private security employees. Analysis under this section was guided by thematic approach to data analysis.

Response rate

The researcher targeted 28 participants from four different categories which included HR personnel, Management, Workers committee members and the security guards however, 24 managed to participate in this research giving 86% response rate in total. Only the category of security guards failed to reach 100% response rate since 4 of them did not return the questionnaires administered. This can be ascribed to the nature of their job where changes of work station can be done any time. However, the total response rate of 86% was suffice in providing information that was required in answering the research objectives from which the conclusions and recommendations on the labour practices and challenges faced can be drawn. This is cemented by Bryman (2012) who asserted that any response rate which is above 50% can bring reliable and valid information in qualitative research.

Demographics

The research findings showed a wide margin between female and male participants. This smaller number of female participants mirrors the domination of male employees in the private security

sector. This variance in terms of numbers between female and male private security employees was also observed by Mariwo (2008). Considering the nature of private security work, such big variance can be attributed to the fact that security firm's recruitments are tailored to match customer demands because clients have confidence in male security guards except in few cases where female security guards required to search females (Gore and Uzhenyu, 2017).

The research findings indicated that the majority of respondents were above 47 years of age. This implies that, these employees are moving towards retirement age and they need to be catered for in securing decent work. Ghai (2002) stated that the provision of social security services like pension to old employees is a critical domain of decent work. Biermans (2012) equally voiced that the element of decent work interconnected to social protection is often linked with the formal protection for old age employees.

Understanding Decent Work Concept

The definitions given by the HR officer, management and workers' committee members reflected that they understand the meaning of decent work concept. These participants commonly explained decent work in relation to the fundamental rights of employees at work. They concurred that adhering to the minimum requirements of the prescriptions of law constitutes decent work. The views of the participants connect well with ILO (2011) which stated that fundamental employees' rights at work is one of the strategic pillars that underpins of decent work. Similarly, MacNaughton and Frey (2011) define decent work as work that compliments the essential rights of human person as well as the privileges of employees in relation to conditions of work safety and remuneration. Thus Zimbabwe being the signatory of the ILO ratified the principle of fundamental workers' rights and domesticated it in local statues like Labour Act (28:01). Part two of the same act underlines the fundamental employee rights at work with the ultimate aim of securing legally sound and dignified working conditions. The researcher is therefore persuaded to believe that it is through workers' rights that employees can negotiate for adequate wages, condition, provision of social security services and these constitute decent work.

The participants from the category of management indicated that the provision of safe working environment is an important element in attaining decent work. Their understanding of decent work in terms of safe working conditions resonates with Kanyenze and Chibebe (2009) as they

argued that the aspect of social security services was devised by ILO with the aim of attaining decent work through the provision of safe working conditions for employees in the world of work. According to the CBA for the private security sector, private security firms are obliged to provide a hazard free working environment for security guards. Drawing attention to the private security sector employees, it is noticeable that the nature of work exposes security guards to various dangers like robberies and bad weather as well. The researcher is therefore convinced to conclude that the definition given by management is quite relevant in unfolding the concept of decent work, mainly in the private security sector.

The participants from the category of workers' committee members understood the concept of decent work in the context of private security industry as they placed remuneration (wages) at the center of decent work. This understanding can be attributed to their working experience in the same organization. Their definition of decent work resonates well with Kanyenze and Chibebe (2009) who argue that a paying employment describes decent work because earnings which included pay ensure employee sustainability. This is in same line with the concept of human development which put emphasis on human wellbeing through earnings. However, it is important to note that paying prescribed wages is legally correct but it does not constitute decent work if the earned wages and allowances are not adequate in mitigating the cost of living. ILO (2011) equally argues that it is through living wages that fosters decent work. Equally, section 74 (3) specify that employees and employer should bargain for wages that mitigates the cost of living. On same note Anker et al (2002) assert that decent working conditions can be achieved if employees are getting earnings that sustain their socio-economic wellbeing and that of their families. Therefore, it is critical to note that awareness of decent work is important as it will helps private security employees to distinguish decent and indecent thereby placing them in a better position in pushing for dignified working conditions.

The Current Working Conditions for the Private Security Employees

i. Precarious work

The research findings revealed that there is rampant precarious employment in the private security sector as evidenced by existence of high number of employees who are on fixed term and casual contracts. The business thinking behind precarious employment is based on cutting labour cost by engaging in flexible work arrangements like casualisation. However, according to

Standing (2014) precarious employment fragments the bargaining power of fixed term contracts and casual employees as they will be afraid to join any form of workers representation hence exposing themselves to the exploitative working conditions. He went on to say people under precarious employment are more like “*denzens*” literally means not citizens. This means that employees have lack of security and identity in the employment relation hence indecent work. This line of thought goes in same vein with Gore and Uzhenyu (2017) who revealed that most of the security guards who are on fixed term contracts accept any working condition no matter how exploitative is the work as long as they retain their work. The same scholars went on to note that a security guards can remain on fixed term contract as long as it can be renewed thus one remains prone to exploitative working environment. Based on the forgoing, it is clear that as long an employee is on fixed term contract it becomes a challenge to actively participate in improving working conditions because the contract may not renewed if one is too vocal. With such conditions of work precarious employment it is clear that security guards are working in indecent working conditions. Under such circumstance the researcher is inclined to believe that fixed term and casual contracts hinders employees to push for their plights in pursuit of dignified working conditions. Thus the idea of having cut off time for fixed term contracts cannot be emphasized if this category of workers (security guards) are to live dignified lives as envisaged by ILO decent work agenda.

ii. Very long working hours

The CBA for private security sector specifies that security guard should work 12 hours per day and 4 days per week which amounts to 48 hours per week. However, the research findings indicated that the private security employees are working long hours more than those prescribed in the CBA for private security sector. This is supported by Gore and Uzhenyu (2017) who stated that in responding to economic hardship security firms are employing less security personnel and stretch their working hours. This implies that security firms are deliberately violating the elementary employees’ rights in order to cut labour costs and this leads to indecent working conditions. This contradicts to the primary purpose of the ILO decent work agenda which seeks to uplift the lives of workers through dignified working conditions. The main idea of raising the human development concept was to up light the lives of people by not advance economic

interests at the expense of human wellbeing (Edewor, 2014). Anker et al (2002) arrives at a conclusion that working long hours is a manifestation of indecent work.

iii. Non-payment of overtime

The findings of research reflected that the organisation has suspended paying overtime worked as a measure of cutting wage bill. This was also highlighted by Gore and Uzhenyu (2017) who stated that some of the unscrupulous private security firms in Zimbabwe are taking advantage of high unemployment rate to exploit security guards. Such unfair labour practices goes against the major tenets of decent work which include proper hours of work that is 48 hours per week. According to the CBA of private security sector, security guard should work 12 hours per day. However, considering this long shift of 12 hours working overtime whether paid or not becomes indecent work.

iv. Working of duties other than guarding premises

Drawing from the research findings, another area of concern on security guards current working condition is the growing trend of open job descriptions. The research results clearly indicated that instead of manning premises, security guards are also doing other duties like offloading trucks, watering flowers and cleaning. Mariwo (2008) confirmed that the security guards' job description is now open to an extent of accommodating any other duties other than manning the premises. Such strenuous working conditions practices defeats the primary goal of ILO which is to improve the lives of workers. This appearance of indecent work in the private security sector displays the ineffectiveness of the NEC for security sector in terms of thorough labour inspection.

v. Dangerous/ unsafe working environment

The research results revealed that some of the premises are associated with the dangers that require a security guard to be fully armed with relevant weapons and the equipment are not being provided for by the organisation as a maneuver to avoid allowances attached to the use of such tools according to CBA for security sector. This implies that security guards are being exposed to various dangers associated with private security which include but not limited to robberies, and bad weather. Gore and Uzhenyu (2017) noted that security guards are working in unsafe working

environment as they are not being equipped with pertinent weapons to defend themselves and the premises alike. This contradicts with the social security services dimension of decent work which has devised by ILO (1999). The Zimbabwean Labour Act (28:01) section 104 underlines the importance of healthy and safe working environment by specifying that employees should resort to strike action without following the procedure if there is immediate danger of their safety and healthy working environment. Additionally, Biermans (2012) viewed provision of social protection for employees while at work as a critical endeavor that anchors decent work. It is therefore, logical to conclude that a hazard free environment or working station immensely contributes in attaining decent work for a security guards. Thus without safe and healthy working environment security guards will continue trapped in vicious circles of indecent work.

vi. Non-provision of full uniforms

It is indicated in the research findings that the organisation is not fully providing security guards with uniforms such as shoes, winter jackets, hats, shirts and trousers. Therefore, in relation to decent work these uniforms are of paramount importance in securing safe and healthy working environment of security guards. According to Edewor (2014) human development program is based on the idea of securing and enabling environment in which individuals are free from hazards. On same note Ghai (2006) argued that a safe and healthy working condition guarantees both mental and physical wellbeing of individuals while at work. The researcher is therefore inclined to believe that provision of full uniforms to security guard is a critical endeavor in securing decent work for private security sector employees.

vii. Underpayment of wages

The research findings exposed that security guards are being underpaid. All employees who are in grade A2 according to CBA for security industry are being paid lower wages of A1. This implies that security guards are being paid lower wages compared to those prescribed in their CBA. This violation of elementary rights of employees by underpayment of wages in the private security was also observed by (Gore and Uzhenyu, 2017). Thus violation of fundamental rights of employees contradicts the primary goal of decent work agenda as envisaged by ILO. Cohen and Moodley, (2012) opined that the provision of adequate earnings consistently is a principle towards attaining decent work. Cementing this section 74 (3) of the Labour Act entails that

employees should earn wages that mitigate the costs of living. This is echoed by the concept of human development which emphasized that the wellbeing of people is underpinned by earnings that sustain their socio-economic wellbeing. Anker et al (2002) arrive at a conclusion that all workers hope for earnings that can sustain for their socio-economic wellbeing and that of their families. Given the gap between literature and the research findings, the researcher is inclined to consider the significance of NEC labour inspections which helps in dictating such unfair labour practices with the aim of improving the working conditions of security guards.

viii. Provision of basic tools of trade

The research findings also displayed some favorable working conditions for the private security employees. All security guards who took part in research unanimously acknowledged that the organisation is providing basic tools of trade such as paper sprays, hand cuffs, baton sticks and a whistle. The rationale of providing these is to protect both the property manned and the security guard as well. This fair working condition for the private security employees were also highlighted by Mariwo (2008). The provision of these equipment's is in line with the social protection provision domain of decent work (Ghai, 2006). The researcher is of the view that the provision of tools of trade and uniforms constitute decent work if these are being provided consistently and in full.

The Labour Practices that Promote Decent Work

i. Gender mainstreaming

The research findings revealed that the organisation is engaging in gender mainstreaming by opening up equal opportunities between men and women on issues of duty allocation, payment of wages and promotion. This labour practice connects well with the argument by ILO (2011) which says opening up equal opportunities between male and female workers is major stride towards the achievement of decent work. Cementing the same argument Ferraro et al (2015) opined that the primary goal of decent work agenda is to secure equality between male and female employees in the world of work. On contrary the research by Mariwo (2008) discovered gender inequality between female and male security guards. This contradicts with findings of this research which unveiled gender equality between male and female employees. It is against this

contention that the researcher is inclined to infer that gender inequality in the private security sector is gradually fading out as accredited to the good management practices.

ii. Training and development

The findings of the research revealed that training and development programs like dog handling and firearms training helps in securing decent work because security guards will be better placed in terms of protecting themselves while at work. Training and development of security guards equip them with skills that are pertinent in cushioning the work contingencies associated with their work for example armed robberies. This implies that security guards will be working under safe conditions. The human development philosophy behind equipping security guards with such skills is based on the notion that promoting safe working environment ensures decent work. This goes in same vein with social security dimension of decent work which stated that safe working conditions helps in securing decent work (Ankr et al, 2002). In as much as the security guards are equipped with necessary skills in terms using tools of trade, security firms are fully equipped security guards with the tools of trade hence exposing them to untold risks (Gore and Uzhenyu, 2017). This means that training and development should be coupled with adequate tools of trade. This entails that having skills and knowledge of using the tools that are not provided is a hollow achievement which does not help in securing decent.

iii. Formulation of HR policies and procedures

Drawing from the research results it is highlighted that as a way of improving working conditions, the management of labour for the private security is ideally informed by the HR policies and procedures. According to Armstrong (2006) HR policies and procedures help in facilitating an egalitarian working environment in which humane decisions are made consistently to ensure equity and dignity among employees in the organisation. Supporting this view, Farrero et al (2015) argue that the primary objective of ILO decent work agenda is to promote equal opportunities for both male and female employees regardless of gender, race, color and religion. In addition, the same scholars went on to comment that decent work takes into cognizance the intention of facilitating non-discriminatory activities in all facets of work. Thus it can be inferred that it is through effective formulation and implementation of HR policies that guarantees a workplace equality, and employee dignity. It is also critical to note that formulation of HR policies and procedures should be combined with effective implementation and consistency in

adhering. Additionally, in securing decent work formulation and implementation of human resources policies and procedures should be pooled with educating everyone in the organisation to be aware of the available policies and procedures.

iv. Workplace collective bargaining

The findings of the research highlighted that management and security at PROSEC have room to deliberate on relevant matters of common interest through workplace collective bargaining. Kadungure (2015) pinpointed that the industrial relations philosophy behind workplace collective bargaining is to countervail inequality or imbalance of bargaining power which is inherent in social dialogue at enterprise level. According to Labour Act (28:01) section 2, a works council is a decision making body at the shop-floor and the resolutions are binding at law which helps in improving the working conditions of employees. Works council is a buttressed platform available for employees to question the status quo and push for better working conditions. However, these arguments presuppose that works councils are the Holy Grail for good working conditions. This is in line with Mariwo (2008) discovered that the private security employees are less educated hence it affects the quality of workers' committee members. Similarly, non-functionality of most works councils is attributed to the poor employee representation in terms of the bargaining and negotiation skills of the workers' committee members (Kadungure, 2015). Thus the researcher is persuaded to contemplate that enterprise collective bargaining is not enough in improving workings condition if the security guards are not trained on bargaining skills and labour laws. The living reality is that the composition of works council in the private security is only equal in terms of numbers owing to imbalance between labour and management in terms of education and business knowledge.

The rational of Securing Decent Work

i. Reduces litigation costs

The research findings reflected that securing decent work frees the organisation from litigation costs. Decent work is informed by the legal framework that governs industrial relations thus adhering to the legal framework institute decent work. According to Routh (2013) legal frameworks are there to guide management of labour in furthering workers' rights, freedom, and dignity. If these achieved they translate to decent work. In Zimbabwe the fundamental aspects of

decent work which include but not limited to social dialogue, rights at work and social service provision are embedded in the employment legal frameworks like Labour Act (28:01) and the Constitution. Thus trespassing minimum requirements of the labour laws attracts litigation which eventually erodes the budget of organisation. This validates the significance of securing decent work. It is therefore, critical to note that in as much as the organisation tries to attain competitive edge the aspects of decent work will remain at the center. To this end, the researcher is motivated to understand that the promotion of decent work benefits both the employer and the employees.

ii. Quality service delivery

It was highlighted in the research findings that non-payment of wages, and long working hours for security guards contributes to absenteeism, lateness and sleeping on duty which in turn compromise quality service delivery. This resonates well with Maulabakhsh and Raziq (2015) as they opined that indecent working conditions incentives employees to engage in counterproductive activities which compromise on quality. Additionally, Sibanda et al (2014) revealed that if employees are not happy with working conditions they engage in all sorts of unscrupulous activities like theft. Thus relating to the private security sector employees when an issue of theft appears the question that arises is, “*who guards the security guard?*” This necessitates the idea of securing decent work for security guards so as to ensure they execute their duties exceptionally. Armstrong (2006) argues that the success of an organisation is hinged upon its highly committed workforce. This implies that the decent working conditions play a significant role in cultivating employees’ commitment which in turn transforms into quality service delivery.

Additionally, the research findings highlighted that decent working conditions avoids situation whereby security guards will be sleeping on duty, report to work late and absenteeism hence substantial performance. According to Kohn (2002) decent work entails outright business logic that enhances employee engagement which in turn creates a culture of high performance. This is in same line with the concept of human development concept which is based on the notion that good working environment propels individuals to flourish to their full capacity. This was equally supported by Koima and Waiganjo (2015) who asserted that decent working conditions facilitates a sense of belonging among employees hence high performance. Uzhenyu and Gore

(2012) concluded that good working conditions of security guards enable them to perform exceptionally, particularly in this fluidity business operation. Based on the foregoing, the researcher inferred that there is close interconnectedness between decent work and labour productivity.

iii. Reduces work stoppages

According to the research results, it is reflected that the promotion of decent work reduce work stoppages because security guards will avoid absenteeism, lateness and sleeping on duty. In the same view, Maulabakakhsh and Razip (2015) noted that the failure of management to enhance decent working environment incentivizes employees to engage in compensatory behaviors where they frustrate the smooth flow of work by lateness, faking leave days among others. Gore and Uzhenyu (2017) are of the view that the prevailing poor working conditions in the private security sector are contributing to absenteeism and lateness and this is affecting the smooth flow of work as such organisations are opting for internal security. Thus indecent working conditions can endanger the consistence of operations which are critical in the private security sector. However, it is crucial to note that the business of the private security firms is in service sector in which the service delivery ranks paramount and this necessitates the need to secure decent work of security guards. The researcher came to a conclusion that the service provision in security sector is so important to be affected by work stoppages thus the need to promote decent cannot be emphasised.

iv. Good reputation of the organisation

Another benefit of securing decent work according to the research findings is good reputation of the organisation. According to Goudsward (2012) it is through motivated employees that employees can sell the unique corporate brand through behavioral and attitudinal commitment. This implies that the employees are the brand ambassadors of the organisation. Thus if the employees are working under poor working conditions they offload their frustration to the external stakeholders. This argument assumes that employees have full organisational knowledge of the organisation due to participation and involvement. However, considering the perception that people have on the private security employees it is difficult for security guards to sell the corporate brand. The private security employees are commonly seen as one of the ostracised

class of people both in society and at the workplace, therefore ability to sell the corporate name is questionable (Mariwo, 2008).

Challenges Faced in Securing Decent Work

i. Closure of other firms (clients)

According to the research findings most of the challenges being faced in securing decent work stem from the economic decay which is leading to closure of many organisations which supposed to be the clients of private security companies. Zimbabwe Statistical Agency (2014) indicated that companies are closing at an alarming rate. However, the private security firms depend on the same companies that are closing. Facing with such stringent business environment the organisation is opting for precarious employment which includes but not limited to labour casualisation, non-provision of full uniforms, and suspension of overtime. The business viewpoint behind precarious employment is to increase profits by reducing labour related costs. According to Standing (2014) precarious employment refers to any form of employment that deviates from the standard work. The phenomenon of precarious employment entails a situation whereby organisation adopts labour containment costs such as labour casualisation, long working hours, non-payment of overtime in in order to increase bottom line at the minimum possible costs. Mariwo (2008) and Uzhenyu and Gore (2017) confirmed the prevalence of precarious employment in the private security sector. The danger of precarious employment is that it fragments labour since employees on precarious contracts lack desire to join any form employee representatives owing to the nature of their contracts. This gets back to the CBA for security sector which does not specify cut off time for fixed term contracts. This therefore, influences the researcher to agree that despite exploitative working conditions people are still queuing for security guard jobs and this signifies the need for strict labour inspections in the private security sector if the goals of decent work agenda are too be achieved.

ii. Labour fragmentation at sectorial level

The research findings highlighted that labour fragmentation is affecting employees to improve their working conditions through their representatives both at enterprise and at sectorial level. This entails that poor working conditions are emanating from ineffective dialogue caused by labour fragmentation. This is supported by Mubaiwa (2017) who indicated that the security

guards are plunged in disgraceful working conditions while their trade unions are fighting for membership to peruse their interests. According to Routh (2013) sectorial dialogue is based on the mutual understanding that workers can decide what institutes a decent work life for them through their representatives. Matsikidze and Gwisai (2008) suggested that social dialogue works as a device which seeks to balance and integrate individual and collective employment relation and institutionalization of workplace conflicts so as to promote harmonious and dignified working environment. However, this can only be achieved if the employees' representatives are dedicated to their mandate of uplifting the lives of workers. Thus the notion of employee representation should goes beyond literature to practice for the benefit of employees.

iii. Employee victimization by management

The research findings showed that employee victimization by management more particularly loss of employment is a central challenge in securing decent work. This type of victimization is rife because the employees in the private security sector are on fixed term and casual contracts (Uzhenyu and Gore, 2017). Similarly, Safalafala (2012) agrees that employee victimization is prominent in private security sector as he observed that those security guards who decided to join employees' representative organisation are prone to victimization. Under such circumstance employees will be afraid to join any form of employee organization in which their plights can be raise. On same note, Uzhenyu and Gore (2017) argued that non-functionality of social dialogue in the security sector caused by employee victimization. It is therefore, imperative to note that employee victimization amounts to unfair labour practice that stagnate the efforts of achieving dignified working conditions therefore the issue of labour inspections in private security remains important.

iv. Non-functionality of works councils

Non-functionality of works councils was also highlighted in the research findings. Works councils are workplace forums that ensure dialogue between labour and management at the workplace (Kanyenze and Chibebe, 2009). According to ILO (1999) social dialogue is one of the pillars that supports decent. Thus without effective works council meetings, workplace dialogue is crippled. Matsikidze and Gwisai (2008) suggested that the decency of work is underpinned by effective dialogue between employers and employees. The human development concept stated

that individuals should consistently participate in issues affecting their lives so as to improve their working conditions (HDR, 1990). Kanyenze and Chibebe (2009) opined that dialogue between labour and management is critical avenue towards attaining decent working conditions. However, non-functionality of works councils in private security sector can be ascribed to poor employees representatives. Kadungure (2015) alluded that the difference in terms of education between workers' committee members and management representatives deters effective deliberations. The imbalance in terms of knowledge and bargaining skills between security guards and management representatives at works council brings a new dimension of a challenge that derails bargaining process. In such cases works councils will be used as an instrument of domination by management in which the outcomes of meetings are predetermined by management.

v. Liquidity crunch and Financial constraints

According to the research findings the financial constraints that the organisation is currently facing were also highlighted as the hindrance in securing decent work because the organisation is finding difficult to purchase full uniforms, paying overtime and wages among others. Mkandatsamba and Nyanhete (2017) noted that due to financial constraints organisations in Zimbabwe are failing to disburse funds to finance HR activities such as salaries, training and other employee welfare. The private security is labour intensive thus their main costs of operation are labour costs. Thus facing with financial challenge employees become the first victims. This resonates well with Mariwo (2008) who stated that when security firms face financial challenges temper on labour by reducing security guards and rely on numeric flexibility. The researcher is therefore, of the view that whilst cutting labour cost is deemed to be strategy to protect the goose that laid the golden egg (employer), it has long term HR problems like high litigation costs, loss of talent and also losing the clients due to poor services delivery.

vi. Emergence of unregistered firms

From the research findings it is revealed that the proliferation of unregistered private security firms is posing a challenge in securing decent work for security guards. These fly-by-nights security firms are charging prices that are way below those stipulated by the laws that govern the operation of private security business (Mariwo, 2008). This reduces the clientele base of

registered and the problem will get back to the financial challenges that hinders security firms to cater for labour related costs hence compromising on the decency of work for security guards. This however, shows the weaknesses of the Security Guard (Control) Act.

vii. Government policies

Although the organisation wants to promote decent work research outcomes showed that government policies are jeopardizing the efforts of uplifting the lives of people in the world of work. The failure to provide full uniforms coupled with adequate tools of trade amounts exposes employees to workplace hazards hence indecent working conditions (Kanyenze and Chibebe, 2009). This contradicts to the social protection pillar of decent work. According to ILO (2011) safe and healthy working conditions frees employees to workplace hazards hence it is a critical component of decent work. Similarly, the human development concept advocates for bettering the lives of individuals through for safe and hazard free working environment.

Solutions to the Challenges Faced in Securing Decent Work at PROSEC

Research findings suggested that there is need to impart workers committee members with pertinent knowledge such that they effectively represent their constituencies. Section 24 of the Labour Act (28:01) provides the legal framework that governs the functions of workers' committees. The vantage point of this legal framework is to strengthen the power of employee representative at workplace so as to counterbalance the inherent imbalance. However, it is fundamental to go beyond the legal foundation and impart employee's representatives with comprehensive business and labour law knowledge. This helps them to understand business concepts and legal connotation of every action and this in turn improves their negotiations skills in making informed proposals in relation to decent work. Kanyenze and Chibebe (2009) opined that the quality of workers committee members determines that outcome of the works council meetings.

Another solution suggested in the research findings was that management should engage enough manpower to ensure full coverage. The security guards participated pointed out the issue of lack of manpower as the root of all overtime and long working hours. Thus due to labour force shortage the organisation is engaging in work intensification through overtime. According to ILO (2009) working overtime signifies imbalance between work and life hence indecent work.

Although this strategy seems to be business oriented it exposes the workers to indecent working conditions let alone poor service delivery. In that regard, the issue effectiveness of HR planning comes to play. This is substantiated by the findings by Uzhenyu and Gore (2017) which brought out that there is a direct link between working conditions and security guards performance.

RECOMMENDATIONS

- ✓ Employer and employee representatives should endeavor in translating all related documents like company policies, procedures and code of conduct into local languages to accommodate some security guards who are not conversant with English language. This improves communication between labour and management particularly in works councils. The success of workplace deliberations is hinged upon language thus use of common language is the linchpin in attaining decent work for the private security employees.
- ✓ Management should religiously provide employees with full uniforms and tools of trade such as firearms. The private security employees are trading under very dangerous conditions which cripple the wellbeing of workers. Such scenarios have a ripple effect to the service delivery hence the issue of providing full uniforms and firearms remains sacrosanct for the viability of the organisation.
- ✓ The trade unions (ZISEGU and PSEWU) should bury their difference and speak with one voice in pursuit of bettering the working conditions of security guards. According to the research findings it is crystal clear that deplorable working conditions are ascribed to the poor employee representation at sectorial level.
- ✓ The trade unions should also conscientise workers committees on labour laws matters through labour workshops. This strengthens their awareness in terms of workers' rights by so doing workers' committee members will be better placed when it comes to fostering the working conditions.
- ✓ NEC for security sector should put a cut off period for fixed term contracts to curtail the problems associated with non-standard employment. A fixed contract is the new order in the private security. Research reveals that one can remain on fixed term contract as long as it can be renewed. This form of employment fragments the bargaining power of security guards at both enterprise and sectorial level because fixed term contract

employees are regarded as passersby and this in turn exposes them to exploitation like long working hours and underpayment.

- ✓ NEC for security sector should engage in robust regular labour inspections within the industry to ascertain the prevailing working conditions of security guards. In that regard, labour practices audits is of paramount importance as it exposes unfair labour practice that requires attention.
- ✓ The ministry of home affairs should closely look to the operations of security firms so as stem out fly-by-nights security firms. The research results revealed that unregistered security firms are charging lower prices that those prescribed by the laws that governs the operation of security guards.

CONCLUSION

Conclusively, the research was primarily intended to ascertain the labour practices and challenges faced in securing decent work for private security sector. From the preceding, it is noted that the security guards are plunged in deplorable working conditions. The research displayed a myriad of indecent working conditions which include long working hours, labour casualisation, underpayment of wages, non-payment of overtime, non-provision protective uniforms and tools of trade. These require serious consideration from all stakeholders if the main objective of ILO Decent Work Agenda is to be attained. It was also highlighted that indecent working conditions have the ripple effects on the performance of employees resulting in organisational ineffectiveness. Thus it is beneficial for organisation to promote decent work for security guards as it has positive effects for both employer and the employees. The management blamed economic decay as a major obstacle that hinders the promotion of decent work for the private security employees. Challenges like poor employee representation, liquidity crunch, emerging of unregistered security firms, less education among security guards, and government policies were also raised as the obstacles that impede the promotion of decent work for the security guards. However, a handful of good labour practices were observed these include development of HR policies like an equal opportunity policy ensures gender equality, and provision of baton sticks, paper, sprays and uniforms but these have a possibility opportunity for securing decent work in the private security industry using the aforementioned recommendations

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APPENDIX 1

Semi-Structured Questionnaire for Security Guards

Dear Participant

I am **Kudakwashe Chimbari** student registration number **R142808Z**, a final year student at Midlands State University studying Bsc Human Resource Management Honors Degree. As a requirement in attaining my honors degree, I should carry out a research on pertinent HR related issues in industry and as such I designed this questionnaire to solicit information relevant to the following topic: *Private Security Sector Employees: Labour practices and challenges faced in securing decent work: A case study of Professional Security*. May you kindly assist me by completing this research questionnaire. All information obtained from you will be kept with highest degree of confidentiality and be assured that this research is carried out for purely academic purposes.

Your cooperation is profoundly appreciated.

Instructions

- (a) Name and Employment Number should not be mentioned.
- (b) Please **tick** or **fill** where it is necessary and do not leave blank spaces.

1. Gender

Male ()

Female ()

2. Age

25-30 Years	31-35 Years	36-40 Years	41-45 Years	Above 46 Years

3. Educational Qualifications

Grade 7	ZJC	O' Level	A' Level	Other, Specify

4. Nature of your employment contract

Fixed term contract ()

Permanent ()

5. Length of Service

1-3 Months	4-6 Months	7-12 Months	1-3 Years	Above 4 Years

6. Are you receiving your agreed wages?

Yes () No ()

.....
.....
.....

7. How many hours do you work per week?

.....
.....
.....

8. Do you work overtime?

Yes () No ()

If yes, how many hours do you work for overtime and are you getting paid for overtime worked?

.....
.....
.....

9. Are there any duties you perform at your premises other than guarding premises?

Yes () No () If yes outline the duties

.....
.....
.....

10. State clothing and working tools you are getting from your company?

.....
.....
.....

11. Does your work station have a guard room?

Yes () No ()

12. Do you believe there is equality between male and female employees?

Yes () No ()

If No support your answer

.....
.....

13. In your own view, do you think management cares about improving your working conditions?

Yes () No () Support your answer

.....
.....
.....

14. Do you have workers' committee at your organization?

Yes () No ()

Do you think your workers' committees are helpful in improving your life at work?

YES () NO () Explain

.....
.....
.....

15. After agreeing to your complaints, does your management address them?

Yes () No () Support your answer

.....
.....
.....

16. Are there any work related problems you face in your organisation? If there are any problems outline them.

.....
.....
.....
.....
.....

17. What do you think can be done to solve these work related problems you are currently facing?

.....
.....
.....

Thank you for your cooperation!!!

Appendix 2

Semi-structured interview guide for HR Personnel and Management

- Which department do you work in?
 - What is your designation?
 - What is your highest qualification?
 - How long have you worked for PROSEC?
1. What do you understand
 2. by the term decent work?
 3. Briefly explain the nature of current working conditions at your organization?
 4. Does your organization value improving working conditions of security guards?
 5. In your view, do you think there is need to promote decent work for employees?
 6. What labour practices do you have in place that promotes decent work at PROSEC?
 7. In your own understanding, do you think the labour practices that are currently at your organization effective in securing decent working conditions for security guards?
 8. In your opinion do you think your organisation can benefit by securing decent working conditions for security guards?
 9. What challenges are you currently facing in executing labour practices that promote decent work for your employees?
 10. What do you think can be done to alleviate these challenges?

Thank you for your cooperation!!!

APENDIX 3

Semi-structured interview guide for workers' committee members.

1. What do understand by the term working conditions?
2. What do you think constitute good working conditions?
3. Explain the current nature of working conditions at your organization?
4. What labour practices in place at your organization that improve working conditions?
5. Do you think your contributions matter to your management?
6. On which issues do participate in your organization?
7. Do you feel free to express your views in works council meetings?
8. Does your management implement agreed works councils resolutions?
9. What work related challenges are you currently facing at your organization?
10. What recommendations can you give to solve the above work related problems?

Thank you for cooperation!!!



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 Fax: (263) 54 260311/260388
 Website www.msu.ac.zw

**DEPARTMENT OF HUMAN RESOURCE
 MANAGEMENT**

Date... 21-09-2017

TO WHOM IT MAY CONCERN:

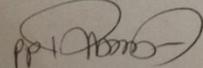
**RE: REQUEST FOR PERMISSION TO CARRY OUT A RESEARCH AT
 YOUR ORGANISATION.**

This letter serves to inform you that... CHIMBAMU KUDAKWASHE
 Registration number R.412808Z is a bonafide student in the Human
 Resource Management Department. She/he is carrying out an academic
 research on... PRIVATE SECURITY EMPLOYEES LABOUR PRACTICES
AND CHALLENGES FACED IN PROMOTING DECENT WORK
A CASE STUDY OF PROFESSIONAL SECURITY

Please assist him/her by allowing him/her access to your organisation so
 that he/she can use it as a case study. The research is for academic
 purposes only and findings will not be published anywhere. Your privacy
 and confidentiality is guaranteed.

Thank you for your co-operation.

Yours faithfully


 R. Mubanga
 A/CHAIRPERSON

MIDLANDS STATE UNIVERSITY
 DEPT. OF HUMAN RESOURCE
 MANAGEMENT
 21 SEP 2017
 CHAIRPERSON
 GWERU
 TEL: (054) 260411/260596



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"Sense of security"

2 Chishawasha Road, Umwinsdale, P.O. Box Ch491
Chisipite, Harare, Zimbabwe
Phone: +263 4 499644
Tel: 04 494898, Cell: +263 772 152 072, 772 143 122
Email: info@prosec.co.zw
Website: www.prosec.co.zw

13th October 2017

Att: Department of Human Resources
Midlads State University
P. Bag 9055
Gweru

Dear Sir/Madam

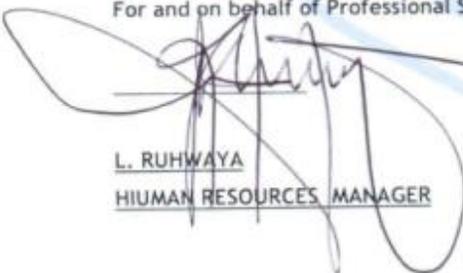
RE: CONFIRMATION OF COLLECTION OF DATA BY KUDAKWASHE CHIMBARI REG
NUMBER R142808Z

The above subject refers

This letter serve to testify and confirm that Kudakwashe Chimbari Registration
Number R142808Z collected data at Professional Security on the 22nd of September
2017 as part of his research work he was doing in fulfilling the requirements of his
Bsc Honors Degree Human Resources Management with the University.

Yours faithfully,

For and on behalf of Professional Security Pvt Limited


L. RUHWAYA
HUMAN RESOURCES MANAGER



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QUALITY MANAGEMENT
SYSTEM CERTIFIED



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